

Youth Development at Roodepoort Theatre

MANDELA DAY

Alexander's Harvest Time Foundation in partnership with Roodepoort Theatre embarked on "What can I Do to Make Everyday a Mandela Day".

The objective of the day's activities was to show love and honour the life's work of Nelson Mandela to change the world for the better.



The Nelson Mandela and Children's Fun day incorporated wellness centres where communities from underprivileged backgrounds were bussed to the Roodepoort Theatre and partook in the wellness testing. The testing stations included Diabetes, Cholesterol, BMI, and HIV pre and post counselling. SANBS was invited to afford for voluntary blood donations.

The day activities included a children's art and crafts initiative which aimed to offer the community recreational spaces to help reduce alienation, loneliness, and anti-social behaviours amongst the youth, ultimately promoting ethnic and cultural centricity and harmony. The recreational activities planned for the day were set to build

strong relations among people from different backgrounds and will assist in building the foundation of a stronger society.

These integrated and accessible leisure services that were provided to the communities of disadvantaged individuals are critical to the quality of life of all people. The community members were introduced to facilities of their local environment to further encourage community pride.

Roodepoort Theatre takes hands with Tshepang. Vegetable gardens and a new arts and culture festival to benefit local orphanage programme.



Roodepoort Theatre's management and Councillor Carl Mann recently took hands and united to benefit Tshepang Orphanage Programme in Princess. The first step of their work together included vegetable gardens on the theatre's grounds (completed by the end of August 2015) and a new arts and culture festival to benefit local orphanage programmes.

Youth Development at Soweto Theatre

LITS'OMONG AND MUSIC TUTORIAL PROGRAMME

This first quarter of the 2015/16 financial year the Youth Development Programmes has been engaged in fundraising efforts in order to sustain the programmes beyond November of 2015. Funding is at an all-time low and as such, along with the requisite weekly classes that are offered to learners, a Family Picnic Day was organised in order to both celebrate Heritage Day and to raise funds towards the scheduled Youth Festival and Concert in December 2015. Picnic Day attracted 121 patrons. Picnic Day saw parents participating in stories with their children, hosting Karaoke and playing games in the theatre's forecourt before the parents were ushered into the Yellow theatre for the preview of THE STORY I AM ABOUT TO TELL while the learners remained outside to conclude the planned programmes of the day.

Proposals have been written and submitted to various funding bodies in an effort to raise funds for the program. However, volunteer assistance has been provided by Games Facilitation bodies and professional artists in order to offer a varied approach to Arts Education for the current participants in the **Lits'omong** and **Music Tutorial Programmes**.



Highlights of the Quarter

- The popular Television programme The Sing Off, after elimination rounds in the previous quarter, returned to present their final as a live broadcast from Soweto Theatre.
- The Cula Mzansi Opera production showed how far content at the theatre can be pushed— an exciting series and a relationship to develop going forward!
- The inaugural Stokvel and Burial Societies Indaba
- The Jozi FM Traditional Music Festival as part of the Arts Alive Festival
- The Soweto Art and Craft Fair is well established at the beginning of every month and the management team has now initiated a food event on the last Sunday of every month. This has been enhanced by initiating a traditional music and dance event running parallel to the food fair.
- Nal'li Bali hosting Story Bosso at the Family Picnic

JOBURG BALLET

A WORLD CLASS AFRICAN BALLET COMPANY

Following Joburg Ballet's spectacular *Swan Lake* in April and May, the ballet company's Spring Season opened at the Joburg Theatre on Friday 28 August with the sparkling ballet classic, *DON QUIXOTE*. Also scheduled for the Spring Season were four performances of *CELEBRATION 7*, a showcase of classical and new ballets, and two performances of Gauteng Opera's Double Bill. The two performances allocated, at Joburg Ballet's request, to the Gauteng Opera, included some items danced by Joburg Ballet to vocal music performed by the opera singers as well as other items of a purely vocal nature which did not include the dancers.



Images from the performances
Don Quixote



Images from the performances
Celebration 7



**Images from the performances
*Gauteng Opera Double Bill***

MARKETING, PUBLICITY AND PUBLIC RELATIONS REPORT

Publicity and Awareness was generated through press releases, media calls and emailers. Each event and activation is publicised through one or all of these methods.

Increased visibility and awareness through social media platforms (Facebook, Twitter, Instagram) was generated by sharing everyday material – pictures, videos, etc – from the dancers’ own timelines on the Joburg Ballet platforms, alongside the more formal postings press clippings, details about events and so on. This strategy helps give fans/readers added insight into the lives of individual dancers.

During this period, considerable focus was placed on managing the fall-out from the suspension of CEO Dirk Badenhorst. This involved both active – James Campbell, Iain MacDonald and Bruce Dennill being interviewed or otherwise questioned – and passive (referring media to the press release; not adding fuel to the fire) strategies. Some relationships have been damaged, a prominent example being the resignation of Carolyn Steyn as patron.

At a meeting of the Board of Directors of the Joburg Ballet, held on 04 August 2015, a unanimous resolution was passed to suspend the Chief Executive Officer (“CEO”) of the organisation pending the outcome of formal disciplinary proceedings to be instituted shortly. Recent investigations raised serious concerns relating to issues of corporate governance, financial management and oversight within the Company, which prompted the Board to assess the CEO’s conduct in relation to these issues.

Mr James Campbell, current Acting Chairman, has been appointed to give effect to this resolution and provide oversight of the company until these matters are resolved.

Schools meetings have continued, including successful demonstrations by dancers on 31 July, 5 August and 18 September at a range of different schools.

The company received increased coverage in fashion shoots (*Wedding Inspiration*) and conceptual features in Johannesburg-specific publications (*Joburg Style*) – both previously unreached audiences. New online

partnerships were also set up, and valuable TV coverage, including a Top Billing profile of Kitty Phetla, was filmed and flighted.

Initiatives and Events during this period

- Roodepoort Highlights Gala at Roodepoort Theatre
- *Don Quixote*
- Celebration 7
- Gauteng Opera's Double Bill
- Randgo and One Loyalty (blue-chip company online incentive programmes) relationships put in place; ticket discounts and giveaways position Joburg Ballet as a preferred partner for employees and clients of around 40 top companies.
- Corne Du Plessis/Enroc photographic workshops: photographers taught how to light and photograph ballet.
- SA Book Fair collaboration: Joburg Ballet dancer gave workshop to young children during children's literature event.
- Pintsized Media podcast: new podcast content provision company (www.pintsizedmedia.co.za) – first story with Joburg Ballet
- Arthur Kaplan agreement: interest in a brand ambassador relationship with Kitty Phetla with spin-offs (jewellery for opening nights; in-store activations) for the company as a whole. Proposed launch early 2016.
- UJ arts writer's workshop: Robyn Sassen. Arts writer's students brought in to be instructed in what to look for and how to properly express views when writing about ballet.
- Under5foot partnership: Agreement with website www.under5foot.com to continuously create and carry Joburg Ballet content, help maintain profile when company is between productions or travelling
- Crawford College educational: 30 learners in for a behind-the-scenes tour including Don Quixote rehearsal, costumes and meeting dancers.
- Open Day: Spring Season. First time on a Sunday (16 August) to allow Jewish fans to attend. Great response.
- Altron performance
- Friends of the Ballet fundraiser at Johannesburg Country Club
- Mandela Day – Orange Farm performance; well attended.

SCHOOL VISITS JULY TO SEPTEMBER 2015
SPARK Bramley / SPARK Maboneng / SPARK Ferndale Dominican Convent School / Windsor Community Centre / Rand College / Pioneer Academy / Eldocrest Primary / Igugu Primary Tlholohelo Primary / Vusisizwe Primary / Thulani Primary



Images from Joburg Ballet school visits

HOSPITALITY AND CATERING



The Joburg Theatre hospitality department currently has a staff compliment of 72; Roodepoort Theatre has 7, whilst Soweto Theatre has 5 staff members as of September 2015. Joburg Theatre has also taken on an intern from Wescol College who is employed on a 6 month contract and receives a stipend from CATHSETA per month. This learner is placed in the canteen of Joburg Theatre.

Joburg City Theatres also employed a new Deputy General Manager, Ian Corrie, who started in the month of July. Ian comes with a wealth of experience in managing large kitchens, casinos and also played a major role in Joburg Theatre in the past years as Operations Manager for the previous service provider.

Revenue for the past quarter in hospitality is as follows:-

Joburg Theatre:-

July:- 961 566.
Aug:- 1 063 390
Sep:- 1 007 265

Roodepoort Theatre:-

July: 110 581
Aug:- 82 154
Sep:- 164 885

Soweto Theatre

July:- 82 855
Aug:- 233 721
Sep:- 134 616

Canteen:-

July:- 31 057
Aug: - 27 721
Sep: - 28 167



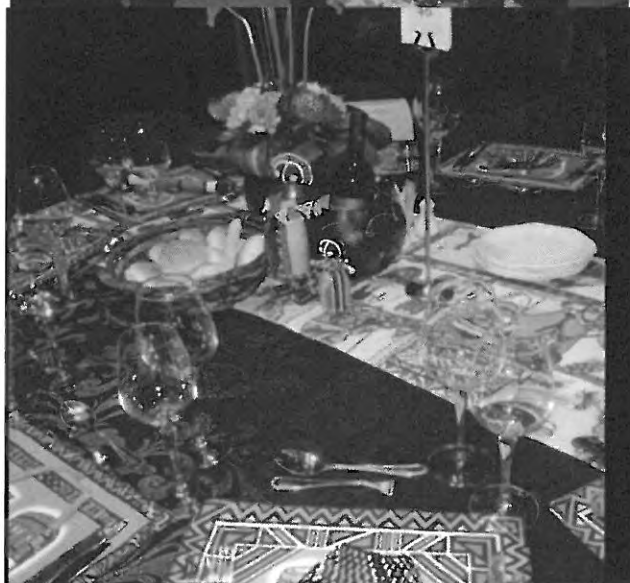
Joburg City Theatres has been handed over the Strubens Room at Roodepoort Theatre to manage as part of their hospitality venue offerings. A small upgrade is currently being completed in this venue and will soon be part of the hospitality venue portfolio.

Events have started to pick up at Roodepoort Theatre which is great for the hospitality business.

Soweto Theatre events are still going strong with this venue becoming a huge attraction for corporate events and team buildings.

Stages Joburg Theatre is currently undergoing a menu change which will be implemented on the November 05th 2015.





MARKETING REPORT

July, August and September highlights

SISTER ACT

July and August

The media partner was M-Net – they contributed R1.5-million airtime on M-Net and selected DSTV channels.

Additional partnerships were formed with The Star and Citizen newspapers, as well as Ad Outpost – the highway posters on the M1 North and South.

BURN THE FLOOR

September and October

The media partner was M-Net – they contributed R750, 000 airtime on M-Net and selected DSTV channels.

Additional partnerships were formed with The Star and Citizen newspapers, as well as Ad Outpost – the highway posters on the M1 North and South.



SOCIAL MEDIA – REPORT

'Paid for' Facebook posts were included this quarter, which has made a noticeable difference, and there is growth in Instagram followers.

Facebook:

Quarter increase: 1 627 new fans

Twitter:

Quarter increase: 1 441 new followers

Instagram:

Quarter increase: 58 new followers

Section 2: Service Delivery Challenges

Although still strained, the global economy has been recovering over the past few years. The economic growth outlook in South Africa however remains flat, with rising inflation and lower disposal income impacting on audience numbers. The JCT however is challenged to be creative and innovative in seeing off competition and improving revenue whilst creating opportunities for job creation and the development of local arts practitioners and enterprises.

Sectoral challenges in developing collaboration with others as a result of the competitive nature of the industry. Maintain and develop relationships with local producers such as Market Theatre and State Theatre and nationally such as Artscape and Durban Playhouse.

Millions of migrants from neighbouring countries and provinces settle in Gauteng in pursuit of economic and employment opportunities, which ultimately impacts negatively on infrastructure and service delivery and challenges government to cater for the needs of a more diverse citizenry.

While the entrepreneurial spirit of migrants is an asset to the city, diversity also presents challenges. Building social cohesion across diverse communities, with different cultures, ways of being, and ways of living in the city is a task for the “World-Class African City” of the future. Growing the city is, beyond the bricks and mortar, also about building a shared sense of belonging. The success of Johannesburg will be directly related to the extent to which all believe they belong – with the promotion of an environment where everyone holds an equal opportunity to contribute, critical for long term sustainability. With excessive socio-economic challenges in the 189 informal settlements in Johannesburg and an annual crime rate of 200/100 000 citizens, this issue of building a world class and highly cohesive community is a significant challenge

Section 3: Performance against Service Standards

- Youth development focus and priority;
- Host, develop and stage world class productions that tell the story – and promote civic pride / social cohesion which includes community dialogues and education sessions implemented in identified high risk areas for Xenophobic attacks as well as utilisation of diverse cultural activities amongst the citizens
- Accelerate number of activities: Heritage and arts appreciation and education;
- Audience and content development;
- Continuous product enhancement and employee skilling;
- Promote the visibility of facilities and programmes;
- Customer care improvement;
- Integrate the programming across the City theatres
- Visible improvement in service delivery through: Service Delivery Standards, Compliance to Service Level Standards

The company has signed the Shareholder Compact and is actively adhering to the Service Standards.

The main objective is to heighten the customer experience of both customers and citizens of services rendered.

- Implementation of Customer Service Charter
- Query Resolution /Regionalisation
- Timeous response at Call Centre

Core business	Service Standard
• Creation of theatres accessible to people living with disabilities	• 100 % accessibility
• Customer satisfaction	• 90-100% satisfaction
• Access to information	• “city theatre app” must be developed and introduced
• Query resolution	• Within 24 Hours of logged call
• Prompt start times	• Ensure all shows start on time
• Cancellation of productions	• 98-100% showing of scheduled productions
• Safety of patrons	• 100% compliance to health and safety legislation

To support and drive its core strategy, Joburg City Theatres appreciates that values identify the principles for the conduct of the institution in carrying out its mission; and in this regard, the institutional values are derived in conjunction with the Joburg City Theatres mission.

Joburg City Theatres values define a citizen-oriented approach for producing and delivering its services in line with the service delivery improvement priorities of the COJ, as follows:

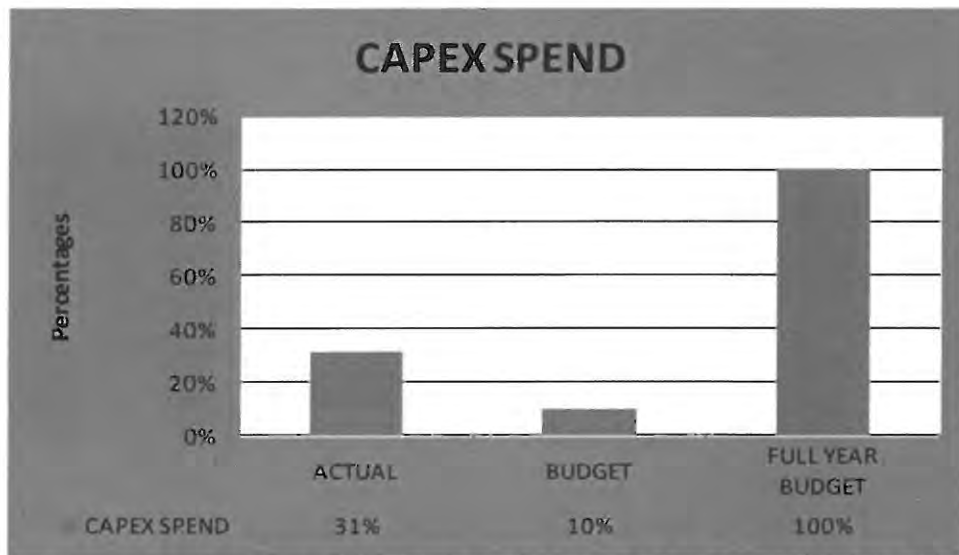
Value	What it means in practice for Joburg City Theatres
Service Excellence	We will at all times render the quickest, responsive and best service to our customers. We will do so in a competent, timely, cost effective, efficient and professional manner. We will strive for enhanced levels of customer satisfaction and responsiveness, and diligently strive to meet and exceed our service standards.
UBUNTU (Care and concern for people)	We will do our work with care, empathy and concern for the well-being of our staff, our customers and our stakeholders. We will respect diversity, and will at all times display tolerance, respect and consideration for others.
Accountability	We will take ownership of our work and act with enthusiasm, passion, pride and commitment to our work. We will at all times take responsibility for our actions. We will act with integrity in a transparent, ethical and honest manner.
Agility	We will seek to be flexible, adaptable and responsive to our highly competitive environment. We will value and promote creativity and innovation.

Section 4: Capital Projects & Expenditure

The overall capital expenditure for the first quarter is 31%, which is 21 % above the target of 10%.

JOBURG CITY THEATRE'S 2015/16 CAPEX OPERATIONAL PLAN			
Project	Expenditure to date (VAT EXC.)	Budget	Available Budget
JOBURG THEATRE			
BUILDING RENOVATIONS AND UPGRADES OF NEW BUILDING ALTERACTIONS (64-14001.350.0020)	1,353,563.00	3,500,000	2,146,437
STAGE EQUIPMENTS UPGRADES (64-14003.350.0020)	209,305	700,000	490,695
TOTAL - JOBURG THEATRE	1,562,868	4,200,000	2,637,132
ROODEPOORT THEATRE			
BUILDING RENOVATIONS AND UPGRADES OF NEW BUILDING ALTERACTIONS (64-14004.350.0020)	201,734	470,000	268,266
UPGRADING OF TECHNICAL EQUIPMENT(64-14007.350.0020)	60,881	200,000	139,119
INFORMATION TECHNOLOGY (64-14005.350.0020)	-	100,000	100,000
TOTAL - ROODEPOORT	262,615	770,000	507,386
SOWETO THEATRE			
BUILDING RENOVATIONS AND UPGRADES OF NEW BUILDING ALTERACTIONS (64-14008.350.0020)	-	250,000	250,000
UPGRADING OF TECHNICAL EQUIPMENT(64-14010.350.0020)	-	350,000	350,000
TOTAL - SOWETO	-	600,000	600,000
HOSPITALITY AND CATERING DEPARTMENT			
BUILDING RENOVATIONS (64-14008.350.0020)	-	250,000	250,000
TOTAL - HOSPITALITY AND CATERING	-	250,000	250,000
TOTAL CAPEX JCT 2014/15	1,825,483	5,820,000	3,994,518
	31%		

The diagram below better depicts the overall capital expenditure for the first quarter of 2015/2016 financial year:



JCT is committed on achieving 100% expenditure in the financial year 2015/16

The company appreciate the capital expenditure budget from the shareholder and envisage to use reach the set target.

More capital projects budget is required to replace the obsolete and/or outdated stage machinery and equipment and for the generator and/alternative power source during power outages.

Section 5: Performance against Institutional SDBIP

STRATEGIC OBJECTIVE 1:		IN SUPPORT OF:													
<p>A RECOGNISED CENTRE OF EXCELLENCE AND IMPROVED PERCEPTIONS OF THE ROLE AND CONTRIBUTION OF JOBURG CITY THEATRES</p>		<p>GDS: Outcome 1: Improved quality of life and development-driven resilience for all</p> <p>"9+1" Priorities:</p> <ul style="list-style-type: none"> Active and engaged citizenry Investment attraction, retention and expansion. <p>IDP 2015 Priority: Roof – Communication and development approach</p>													
Result Area (IDP Programme)	JCT Target by 2017/18 (Output)	Key Performance Indicator	Baseline 2014/15 Estimate	Strategic Objective Annual Targets				Means of Verification	Unit Responsible for Reporting	2015/16 Performance Targets				Comments	
				2015/16 Target	2016/17 Target	2017/18 Target	Q1			Q2	Q3	Q4			
Building and enhancing the image of an integrated JCT	Quarterly reports on implementation of Marketing and Communications strategy	Approved integrated Marketing and Communications strategy Quarterly reports	New	Approved integrated Marketing and Communications strategy 4th Quarter report	4 Quarterly reports on implementation of Marketing and Communications strategy	4 Quarterly reports on implementation of Marketing and Communications strategy	4 Quarterly reports on implementation of Marketing and Communications strategy	Approved integrated Marketing and Communications strategy Quarterly Reports	Executive Marketing Manager	Quarterly	Jul - Sep 2015	Oct - Dec 2015	Jan - Mar 2016	Apr - Jun 2016	1 Quarterly report on implementation of Marketing and Communications strategy Target for 1 st Quarter was not achieved Service provider will be engaged to finalise the strategy
Monitoring perceptions and media reporting	36	Number of monthly media monitoring reports	New	12	24	36	Monthly media monitoring report	Executive Marketing Manager	Monthly	3	6	9	12	Target for 1 st Quarter was not achieved Monitoring service provider to be engaged. Target will be achieved by quarter 4	
Monitoring levels of Customer Satisfaction	Annual CSI Survey conducted	Customer satisfaction survey approach developed Baseline result established from first survey	New	Customer satisfaction survey approach developed Baseline result established from first survey	Annual CSI Survey conducted - defined based on baseline	Annual CSI Survey conducted - defined based on baseline	Customer satisfaction survey approach and framework Responses to first CSI survey roll-out in Q4	Customer services manager	Quarterly	Conceptualisation and first draft Customer satisfaction survey approach First draft conceived	Finalisation of Customer satisfaction survey approach	Preparations for roll out of Customer satisfaction survey approach	Baseline result established from first survey	Target for 1 st Quarter was achieved	
Creating partnerships with stakeholders	20	Number of partnerships created	12	15	18	20	Signed MoA / MoU / Contract	Executive Producer	Quarterly	3	9	12	15	Target for 1 st Quarter was achieved	
Utilising platforms to promote positive social contact	8 National / Special Days celebrated annually with targeted programmes	Number of annual National / Special Days celebrated with targeted programming	New	8	8	8	Annual schedule Marketing Material Show reports	Executive Producer	Quarterly	3	4	5	8	Target for 1 st Quarter was achieved (Freedom Day, Youth Day, Africa Day)	

Result Area (IDP Programme)	JCT Target by 2017/18 (Output)	Key Performance Indicator	Strategic Objective Annual Targets				Means of Verification	Unit Responsible for Reporting	Reporting Period	2015/16 Performance Targets				Comments
			Baseline 2014/15 Estimate	2015/16 Target	2016/17 Target	2017/18 Target				Q1	Q2	Q3	Q4	
										Jul - Sep 2015	Oct - Dec 2015	Jan - Mar 2016	Apr - Jun 2016	
Image building of the COJ by Joburg Ballet	6	Number of Ballet seasons at JCT	5	6	-	-	Quarterly Reports	Quarterly	2	4	5	6	Target for 1 st Quarter was achieved	
Audience development to make venues more accessible	18	Number of Arts and Culture festivals held/in-house productions held	New	12	15	18	Contracts Marketing Material Show reports	Quarterly	3	8	10	12	Target for 1 st Quarter was achieved	
Future audience development	40 000	Number of discounted tickets issued to school learners	20 000	25 000	30 000	40 000	Ticket reports	Quarterly	5 000 1254	15 000	20 000	25 000	Target for 1 st Quarter was not achieved Target will be achieved in the second quarter	
Increase accessibility to JCT	15 000	Number of free tickets issued to disadvantaged communities	6 500	7 000	10 000	15 000	Ticket reports	Quarterly	1 000 798	3 500	5 500	7 000	Target for 1 st Quarter was not achieved Target will be achieved in the second quarter	
Increase accessibility to JCT	6 500	Number of discounted tickets issued to senior citizens	2 000	3 000	4 500	6 500	Ticket reports	Quarterly	1 000 454	2 000	2 500	3 000	Target for 1 st Quarter was not achieved Target will be achieved in the second quarter	
Balance the dual mandate of revenue generation and social and community relevance and transformation	5-year plan to address Revenue focused vs. Transformation focused content	Develop a 5-year Strategic Plan to address proportion of commercial revenue focused content vs. Transformation focused content offered by JCT	New	Approved 5-year plan to address Revenue focused vs. Transformation focused content	Implementation of 5-year plan to address Revenue focused vs. Transformation focused content	Implementation of 5-year plan to address Revenue focused vs. Transformation focused content	Approved Strategic Plan	Annually	Conceptualisation and 1 st draft	2 nd draft	Approved 5-year Strategic plan	Alignment of 5-year Strategic Plan to Business Plan	Target for 1 st Quarter was achieved	
									Conceptualised and 1st draft completed					

STRATEGIC OBJECTIVE 2:

INCREASED ACCESS BY DIVERSE COMMUNITIES, ENSURING THAT MORE JOBURG RESIDENTS BENEFIT FROM THE CULTURAL EXPERIENCE AND OPPORTUNITIES FOR POSITIVE SOCIAL CONTACT

IN SUPPORT OF:

GDS: Outcome 1:
Improved quality of life and development-driven resilience for all

'9+1' Priorities:

- Active and engaged citizenry
- Sustainable Human Settlements

IDP 2015 Priority:
Roof – Communication and development approach

Result Area (IDP Programme)	JCT Target by 2017/18 (Output)	Key Performance Indicator	Strategic Objective Annual Targets				Means of Verification	2015/16 Performance Targets						Comments
			Baseline 2014/15 Estimate	2015/16 Target	2016/17 Target	2017/18 Target		Unit Responsible for Reporting	Reporting Period	Q1 Jul - Sep 2015	Q2 Oct - Dec 2015	Q3 Jan - Mar 2016	Q4 Apr - Jun 2016	
Support the South African works	4	Number of South African works presented	New	2	3	4	Annual schedule Signed contracts	Executive Producer	Quarterly	-	1	-	2	Target for 1 st Quarter was exceeded
Train Youths in music tuition - which is a year-long training programme	220	Number of Youths attending music tuition programme per annum (non-cumulative)	127	127 July - Dec 150 Jan - Jun	150 July - Dec 200 Jan - Jun	200 July - Dec 220 Jan - Jun	Attendance registers Artistic Manager's Report	Executive Producer	Quarterly	127	127	127	127	Target for 1 st Quarter was achieved
Train Youths in drama - which is a year-long training programme	250	Number of Youths attending drama tuition programme per annum (non-cumulative)	250	150 July - Dec 200 Jan - Jun	200 July - Dec 250 Jan - Jun	250 July - Dec	Attendance registers Artistic Manager's Report	Executive Producer	Quarterly	150	150	200	200	Target for 1 st Quarter was not achieved Target will be achieved in the second quarter
										136				

STRATEGIC OBJECTIVE 4:
GOOD GOVERNANCE, FINANCIAL SUSTAINABILITY AND SOUND MANAGEMENT

IN SUPPORT OF:

- GDS: Outcome 4:**
 A high performing metropolitan government
"9+1" Priorities:
- Financial sustainability and resilience
 - SMME and entrepreneurial support (emphasis on skills for economy).
 - Smart city.
 - Investment attraction, retention and expansion.
- IDP 2015 Priority:**
- Foundation – Good governance and sound management
 - Joz@work

Result Area (IDP Programme)	JCT Target by 2017/18 (Output)	Key Performance Indicator	Strategic Objective Annual Targets				Means of Verification	Unit Responsible for Reporting	Reporting Period	2015/16 Performance Targets				Comments
			Baseline 2014/15 Estimate	2015/16 Target	2016/17 Target	2017/18 Target				Q1 Jul - Sep 2015	Q2 Oct - Dec 2015	Q3 Jan - Mar 2016	Q4 Apr - Jun 2016	
Attainment of a clean audit opinion	Clean audit report 100% of R17m	Clean audit report	Clean audit report 100% of R8.3m	Clean audit report 100% of R5.8m *	Clean audit report 100% of R4.9m	Clean audit report 100% of R5.9m	CFO	Annually	Clean audit report	R 1,74m 30%	R 4,05m 70%	R 5,8m 100%	-	Target for 1 st Quarter was achieved
CAPEX budget spending	100% of R17m	100% CAPEX budget spent	100% of R8.3m	100% of R5.8m *	100% of R4.9m	100% of R5.9m	CFO	Quarterly	CAPEX expenditure report Financial statements	R 1,74m 30%	R 4,05m 70%	R 5,8m 100%	-	Target for 1 st Quarter was achieved
Proportion of earned income against total revenue including subsidy	60% / 40% R 168.6m R 234.2m	Proportion of earned income against total revenue	60% / 40% R 36.1m	60% / 40% Earn revenue R 52,500m Total revenue R 126,002m	60% / 40% Earn Revenue R 61,336m Total revenue R 131,821m	60% / 40% Earn Revenue R 61,336m Total revenue R 142,382m	CFO	Annually	Financial statements Income reports	53% / 47% Earned revenue R36,777m Total revenue R 77,528m	57% / 43% Earned revenue R43,600m Total revenue R 100,727m	58% / 42% Earned revenue R52,600m Total revenue R 126,002m	-	Target for 1 st Quarter was achieved
Support small businesses through procurement	30%	Percentage of procurement spend on SMMEs quarterly against total procurement expenditure	30%	30%	30%	30%	CFO	Quarterly	Financial statements Procurement reports	30%	30%	30%	-	Target for 1 st Quarter was achieved
	75%	Percentage of procurement spend on BBBEE quarterly against total procurement expenditure	89.60%	75%	75%	75%	CFO	Quarterly	Financial statements Procurement reports	75%	75%	75%	76%	Target for 1 st Quarter was achieved

Result Area (IDP Programme)	JCT Target by 2017/18 (Output)	Key Performance Indicator	Strategic Objective Annual Targets				Means of Verification	Unit Responsible for Reporting	2015/16 Performance Targets				Comments	
			Baseline 2014/15 Estimate	2015/16 Target	2016/17 Target	2017/18 Target			Reporting Period	Q1 Jul - Sep 2015	Q2 Oct - Dec 2015	Q3 Jan - Mar 2016		Q4 Apr - Jun 2016
	10%	Percentage of procurement spend on JCT @ Work quarterly against total procurement expenditure	New	10%	10%	10%	Financial statements Procurement reports	CFO	Quarterly	10%	10%	10%	10%	Target for 1 st Quarter was not achieved JCT is in the process of identifying work packages. One work package has already been identified on gardening maintenance in Soweto Theatre

20 KPIs in total

13 KPIs Achieved:

07 KPIs not achieved
Total achieved constitutes 65%.

Section 6: Supply Chain Management and Black Economic Empowerment

The company adheres to a procurement system which is fair, equitable, transparent, competitive and cost effective in terms of Chapter 11 of the Municipal Finance Management Act, No 56 of 2003, read together with the Municipal Supply Chain Management Regulations.

The company has a supplier database in order to afford all prospective suppliers registered on the database an equal opportunity to submit quotations. Preference will be given to suppliers registered on the database, but it does not necessarily follow that suppliers who are not registered as yet will be totally exempted.

It is however envisaged that this database will contribute to efficient administration and compliance to prescribed policies, procedures and legislations. A Supplier Registration Form was created to assist in updating or obtaining detailed supplier information for the database in accordance with the company's Supply Chain Management Policy and applicable legislations.

The Bid Adjudication Committees were established in terms of the provisions of Local Government Municipal Finance Management Act (MFMA). This Committee consist of officials with delegated authority to recommend bids in accordance with their terms of reference. The Bid Adjudication Committee considers the bids and makes recommendation to the Accounting Officer / CEO to make final awards.

PROCUREMENT FROM RELATED PARTIES

Procurement for the fourth quarter ending 30 Sep 2015

Supplier : YAMIKANI PROJECTS PTY LTD	AMOUNT (Incl. VAT)
Night Transport of Staff at Soweto Theatre [14 500.00 X 3 (July – September) + 6 000.00 Additional services required]	R 49 500.00

All purchases were fully compliant with the company's Supply Chain Management's policies and procedures.

DEVIATION FROM SCM POLICY FOR THE QUARTER ENDING 30 SEPTEMBER 2015

The CEO in terms of Regulation (36) (1) (a) of the MSCMR and Section 20 of the company's SCM Policy approved dispensing with official procurement processes established by the policy.
Provisions of Section 20 (2) (d) of the company's SCM Policy requires reporting of such deviations to the next meeting of the Board of Directors and their inclusion as a note to the financial statements.

CATEGORY: SPECIAL WORK OF ART			
ROODEPOORT THEATRE			
<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
Who's Who Management (ABBA production)	R 378 000.00	25 September 2015	The acquisition of skilled and trained professional production companies is defined as a special work of art where it is impractical to follow the official procurement processes.
CATEGORY: SPECIAL WORK OF ART			
JOBURG THEATRE			
<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
Provision of artists for Arts Alive 2015	Arts Alive Festival = R 6 000 000.00 Moshito payment = R 1 000 000.00	15 October 2015	The professional fees for this production will include the supplier providing and paying for artist's fees, producer's fees and other contractual requirements of the artists. The professional fee paid to MOSHITO will cover planning and staging the Moshito's Inaugural Music Festival – Newtown Park on September 12 th 2015 as co-hosted by both Moshito and Arts Alive in order to support the preservation and development of South Africa's music heritage This deviation is defined as a special work of art where it is impractical to follow the official procurement processes.
Visiting Production Companies - Burn the Floor	R 60 000.00	25 September 2015	The procurement of professional services for "Burn the Floor" is defined as a special work of art where it is impractical to follow the official procurement processes. No expenses will be charged for Joburg City Theatres account, everything will be deducted during the show settlement

CATEGORY: SPECIAL WORK OF ART

JOBURG THEATRE

<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
Youth Development 2015/2016	R 650 000.00	25 September 2015	The acquisition of Creative/Artistic Personnel Inclusive of Producers, Directors, Trainers, Facilitators, Actors in the artistic works of Theatre, Dance, Live Music, Poetry, Comedy and Film Screening Projects for Youth Development Programmes and Specialist Technical Requirements as per Artist Riders for the 2015/16 productions. This deviation is defined as a special work of art where it is impractical to follow the official procurement processes.

CATEGORY: SPECIAL WORK OF ART

SOWETO THEATRE

<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
Soweto Theatre in-house productions 2015/2016	R 1 677 750.00	01 July 2015	Creative personnel fees, creative product service providers, planning, managing, coordinating and the acquisition of specialist technical requirements as per artist riders for the in-house productions at Soweto Theatre and is defined as a special work of art where it is impractical to follow the official procurement processes.

SOLE SUPPLIERS – HOSPITALITY AND CATERING

<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Reasons</u>
Slo Jo - Supply of Slo Jo syrups and powders - Joburg City Theatres	R 16 280.61	Slo Jo is the Sole supplier of Slo Jo Syrups. The syrups are being used in all cocktails smoothies and milk shakes. The Slo Jo Syrups are a preferred product.
Ola Cool Runners - Supply of Ola Ice Cream- Joburg City Theatres	R 9 612.22	Ola Ice Cream is the Sole Supplier of Ola Ice Cream. Ola Cool Runners are the sole providers for Magnum ice creams and Cornetto ice creams.
Slush Puppy	R 10 474.32	Slush Puppy is the Sole Supplier of the Slush Puppy Syrups.

TENDERS ADVERTISED

During the period of July – September 2015 the following tenders was advertised.

<u>Department</u>	<u>Contract No.</u>	<u>Description</u>	<u>Contracted Service Provider</u>	<u>Period</u>	<u>BBBEE LEVEL</u>	<u>Reasons</u>	<u>Value of the project Inc)</u>
Building and Security – Joburg Theatre	00053/15	Waterproofing at Joburg Theatre	Advance Waterproofing	Once off	Level 2	Evaluated in accordance with the PPPFA and Regulations.	R1 057 578.00
Building and Security – Joburg Theatre	00054/15	Mobile Theatre Truck	Cargo Motors t/a Mercedes Benz Commercial Vehicles	Once off	Level 3	Evaluated in accordance with the PPPFA and Regulations .	R 4 869 507.72
			Prosound (Pty) Ltd		Level 3		
Building and Security – Joburg Theatre	00055/15	Upgrade (Supply & Install) of Security Systems at Joburg Theatre	Triple SL Tech	Once-off	Level 2	Evaluated in accordance with the PPPFA and Regulations.	R415 204.87
Building and Security – Joburg Theatre	00060/15	Events Safety, Security & Management for Joburg City Theatres	Stryker Special Security Projects	24 Months	Level 1	Evaluated in accordance with the PPPFA and Regulations.	1 660 955.04
Stage Department	00061/15	Outdoor Events Stage, Sound & Lighting Hire	Gearhouse SA (PTY) LTD at Sound Stylist	24 Months	Level 1 and 2	Evaluated in accordance with the PPPFA and Regulations.	R 340 005.00 and R 788 720.31
Hospitality & Catering	00062/15	Supply of Hospitality Equipment and Décor for Joburg City Theatres	All Events Africa	24 Months	Level 3	Evaluated in accordance with the PPPFA and Regulations.	R 914 877.98

REQUEST FOR QUOTATIONS

Department	Contract No.	Description	Contracted Service Provider	Period	BBBEE LEVEL	Reasons	Value of the project (Vat Inc)
Joburg Theatre	00238/15	Email Management	Digital Fire	12 Months	Level 4	Evaluated in accordance with the PPPFA and Regulations.	R 22 260.00
Joburg Theatre	00239/15	Publicist For Shows At Joburg Theatre	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	
Joburg Theatre	00240/15	Bakery & Confectionary	Milexi Food Industries CC t/a La Concorde Bakery	12 months		Evaluated in accordance with the PPPFA and Regulations.	R 200 000.00
Joburg Theatre	00241/15	Halaal Caterer	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	
Joburg Theatre	00242/15	Manufacture & install a Double Sided Box Sign Onto Existing Pylon	Akani Print & Mail Management Solutions (Pty) Ltd	Once off	Level 3	Evaluated in accordance with the PPPFA and Regulations.	R 144 868.92
Joburg Theatre	00243/15	Supply and Installation of Carpets	Phumula Meokgo	Once off	Level 1	Evaluated in accordance with the PPPFA and Regulations.	R 79 800.00
Joburg Theatre	00244/15	Cake Supplier	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	
Joburg Theatre	00245/15	Antivirus Software	Sage Computer Technologies (Pty) Ltd	Once off	Level 3	Evaluated in accordance with the PPPFA and Regulations.	R 108 927.00
Joburg Theatre	00246/15	Restaurant & Kitchen Hygiene for Joburg City Theatres Kitchen and Front of House Areas	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	

Department	Contract No.	Description	Contracted Service Provider	Period	BBBEE LEVEL	Reasons	Value of the project (Vat Inc)
Joburg Theatre	00247/15	Fresh Produce Supplier	Turn 'n Slice Fruit & Veg CC	12 months	Level 8	Evaluated in accordance with the PPPFA and Regulations.	R 200 000.00
Joburg Theatre	00248/15	Cleaning & Service Of The Kitchen Extraction Units	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	
Joburg Theatre	00249/15	Body Stress Release	JH Holman	12 months	Level 4	Evaluated in accordance with the PPPFA and Regulations.	R 200 000.00
Joburg Theatre	00250/15	Hiring Of Banqueting Equipment And Furniture	Pink Party & Function Hire CC	12 months	None	Evaluated in accordance with the PPPFA and Regulations.	R 200 000.00
Joburg Theatre	00251/15	Night Transportation For Staff – Joburg Theatre	Big Four Maxi	06 months	Level 3	Evaluated in accordance with the PPPFA and Regulations.	R 174 000.00
Roodepoort Theatre	00252/15	Night Transportation for staff- Roodepoort Theatre	Jubzin Trading Enterprise	03 months	Level 1	Evaluated in accordance with the PPPFA and Regulations.	R 84 000.00
Joburg theatre	00253/15	Waterproofing At Joburg Theatre	Puledi Construction	Once off	Level 3	Evaluated in accordance with the PPPFA and Regulations.	R 110 250.00
Joburg Theatre	00254/15	Flexible Power & Control Cables	LAPP Southern Africa (Pty) Ltd	Once off	None	Evaluated in accordance with the PPPFA and Regulations.	R 53 169.60
Joburg Theatre	00255/15	Sound Proofing Of Dance Studio	Kapok Live Events & Production	Once off	Level 4	Evaluated in accordance with the PPPFA and Regulations.	R 160 291.57
Joburg Theatre	00256/15	Supply & Installation of Cold Rooms at Joburg Theatre	EBM Appliances Services CC	Once off	Level 3	Evaluated in accordance with the PPPFA and Regulations.	R 199 899.00
Joburg Theatre	00257/15	Facilitation of JCT'S Strategic Planning Session	Vortex Training Systems	Once off	Level 4	Evaluated in accordance with the PPPFA and Regulations.	R 76 608.00
Joburg Theatre	00258/15	Restaurant Labour At Joburg City Theatres	Kempston Employment Solutions	12 months	Level 2	Evaluated in accordance with the PPPFA and Regulations.	R 200 000.00
Roodepoort Theatre	00259/15	Supply & Installation Of Carpets At Roodepoort Theatre	Phumula Meokgo Trading	Once off	Level 1	Evaluated in accordance with the PPPFA and Regulations.	R 86 566.65

Department	Contract No.	Description	Contracted Service Provider	Period	BBBEE LEVEL	Reasons	Value of the project (Vat Inc)
Joburg Theatre	00260/15	Supply & Delivery of Gym Equipment	Jubzin Trading Enterprise	Once off	Level 1	Evaluated in accordance with the PPPFA and Regulations.	R 84 303.00
Joburg Theatre	00261/15	Supply & Delivery of Wingback Chairs	Mmotong General Distributors (Pty) Ltd	Once off	Level 3	Evaluated in accordance with the PPPFA and Regulations.	R 94 050.00
Joburg Theatre	00262/15	Supply & Maintenance Of Water Coolers	62 Waters (Pty) Ltd	12 months	Level 1	Evaluated in accordance with the PPPFA and Regulations.	R51 813
Joburg Theatre	00263/15	IT Consultants for Joburg City Theatres	Sage Computer Technologies (Pty) Ltd	12 months	Level 2	Evaluated in accordance with the PPPFA and Regulations.	R 188 784.00
Soweto Theatre	00264/15	Upgrade Incoming Water Reticulation and Storage at Soweto Theatre	Wet Management Services	Once off	Level 5	Evaluated in accordance with the PPPFA and Regulations.	R 78 507.54
Joburg Theatre	00265/15	Supply & Delivery of Ice	Ice for Africa (Gauteng) CC	12 months	Level 03	Evaluated in accordance with the PPPFA and Regulations.	R 200 000.00
Joburg Theatre	00266/15	Supply & Delivery Of A Lighting Console	Gearhouse System Solutions	Once Off	Level 02	Evaluated In Accordance With The PPPFA And Regulations.	R 92 904.30
Joburg Theatre	00267/15	Supply of Services Related to Water and Sewage Reticulation at JCT Properties	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	
Joburg Theatre	00268/14	Supply & Delivery Of Stage Gauze	Vanessa Nicolau t/a Innovation	Once Off	Level 04	Evaluated In Accordance With The PPPFA And Regulations.	R 66 120
Joburg Theatre	00269/15	Supply Of An Advanced Procurement System	Finware Enterprise Systems	Once Off	Level 03	Evaluated In Accordance With The PPPFA And Regulations.	R 129 879.74
Joburg Theatre	00270/15	Service And Maintenance Of Joburg City Theatres Sage Pastel System	Camelsa Consulting Group (Pty) Ltd	12 Months	Level 03	Evaluated In Accordance With The PPPFA And Regulations.	R 200 000.00

Department	Contract No.	Description	Contracted Service Provider	Period	BBBEE LEVEL	Reasons	Value of the project (Vat Inc)
Joburg Theatre	00271/15	Supply & Delivery of a Projector Screen	Showtex Events Textiles South Africa (Pty) Ltd	Once off	Level 04	Evaluated in accordance with the PPPFA and Regulations.	R79 583.13
Joburg Theatre	00272/15	Publicist For Specific Shows At Joburg Theatre	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	No responses received. RFQ will be re-advertised.	
Joburg Theatre	00273/15	Medical Support for Shows at Joburg Theatre	St John's Ambulance Brigade	12 months	Level 01	Evaluated in accordance with the PPPFA and Regulations.	R 200 000
Joburg Theatre	00274/15	Supply & Delivery Of Bottled Water	No Responses Received. RFQ Will Be Re-Advertised.	No Responses Received. RFQ Will Be Re-Advertised.	No Responses Received. RFQ Will Be Re-Advertised.	No Responses Received. RFQ Will Be Re-Advertised.	
Joburg Theatre	00275/15	Supply Of Dairy	No Responses Received. RFQ Will Be Re-Advertised.	No Responses Received. RFQ Will Be Re-Advertised.	No Responses Received. RFQ Will Be Re-Advertised.	No Responses Received. RFQ Will Be Re-Advertised.	
Joburg Theatre	00276/15	Supply of Fresh Juice	Sir Juice (Pty) Ltd	12 months	Level 02		R 200 000.00
Soweto Theatre	00277/15	Landscaping Service – Soweto Theatre, Jabulani	Awaiting responses	Awaiting responses	Awaiting responses	Awaiting responses	
Soweto Theatre	00278/15	Supply & Delivery Of Globes	Awaiting responses	Awaiting responses	Awaiting responses	Awaiting responses	

SPEND REPORT

JOBURG THEATRE					
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMME CONTRIBUTORS		
19 178 212.35	13 010 947.89	6 167 264.46	6 374 988.68		
	67.84%	32.16%	33.24%		
ROODEPOORT & SOWETO THEATRE					
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMME CONTRIBUTORS		
1 729 880.97	1 582 065.46	147 815.51	1 077 563.48		
	91%	9%	62%		
JOBURG CITY THEATRES					
TOTAL SPEND	BBBEE CONTRIBUTORS	NON COMPLIANT CONTRIBUTORS	SMME CONTRIBUTORS		
20 908 093.32	14 593 013.35	6 315 079.97	7 452 552.16		
	79.42%	20.58%	47.62%		

Section 7: Statement on Amounts Owed By and To Government Departments and Public Entities

The table below depicts Amounts Owed by Government Departments and Public Entities

Name of Department	Amounts owed	Account Status	Comments
City of Johannesburg	6,100,894	94% is sitting under 60 days on the creditors age analysis	93% of this balance is for Capex claim (mobile theatre truck) which will be paid in the next quarter

The table below depicts Amounts Owed by Joburg City Theatres to Government Departments and Public Entities

Name of Department	Amounts owed	Account Status	Comments
City of Johannesburg	106,499.07	The account is sitting under current on the creditors age analysis	The balance relates to utilities(power; water/sewer and waste removal)

CHAPTER FOUR: HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

Section 1: Human Resource Management

Employment Equity

Section 20 of the Employment Equity Act, 1998, provides that the employer must prepare and implement an employment equity plan, which will help to reach employment equity in the workplace. The company encourages promotion within the core employment base, with particular attention given to the opportunities of promoting those staff members from historically disadvantaged communities.

All the relevant employment equity reports, return of earnings and work skill plans have been submitted to the Department of Labour and Culture, Arts, Tourism, Hospitality and Sport SETA (CATHSSETA). The company receives SETA rebates on a regular, fully monitored basis. The Chief Executive Officer is responsible for the monitoring of the implementation of the employment equity plan.

The table below outlines the employment equity report for the period under review.

1. WORKFORCE PROFILE

1.1 Total number of **employees** (including employees with disabilities) in each of the following **occupational levels**:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	2	0	0	0	0	0	3
Senior management	4	0	1	3	1	0	0	2	0	0	11
Professionally qualified and experienced specialists and mid-management	6	2	1	6	2	1	0	1	0	0	19
Skilled technical and academically qualified workers, junior management, supervisors	28	2	1	5	9	1	0	0	0	0	48
Semi-skilled and discretionary decision making	29	0	0	0	23	0	1	0	0	0	53
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	68	4	3	14	37	2	1	3	0	0	132
Temporary employees	67	0	2	0	40	0	0	0	8	3	120
GRAND TOTAL	135	4	5	14	77	2	1	3	8	3	252

1.2 Total number of **employees with disabilities only** in each of the following occupational levels:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors	0	1	0	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	1	0	0	0	0	0	0	0	0	1
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0

2. Recruitment

2.1 total number of new recruits, including people with disabilities.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	1	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	1	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors	1	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	0	0	1	0	0	0	0	0	0	1
Temporary employees	0	0	0	0	3	0	0	0	0	0	3
GRAND TOTAL	1	0	0	1	3	0	0	0	0	0	6

3. Promotion

3.1 Total number of promotions into each occupational level, including people with disabilities.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	1	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors	0	0	0	0	1	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	1	0	0	1	0	0	2
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	1	0	0	1	0	0	2

4. Termination

4.1 Total number of terminations in each occupational level, including people with disabilities.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors	0	0	1	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	1	0	0	0	0	0	0	0	1
Temporary employees	0	4	0	0	0	0	0	0	0	0	4
GRAND TOTAL	0	4	1	0	0	0	0	0	0	0	5

Section 2: Employee Remuneration

EMPLOYEE RELATED COSTS

Salaries and Wages	10,027,462
Employee costs included in other expenses	196,581
	<u>10,224,043</u>

Chief Executive Officer

Annual Remuneration	367,505
Performance Bonuses	-
Contributions to UIF, Medical and Pension Funds	15,387
	<u>382,892</u>

Chief Operating Officer

Annual Remuneration	256,800
Performance Bonuses	-
Contributions to UIF, Medical and Pension Funds	10,264
	<u>267,064</u>

Chief Financial Officer

Annual Remuneration	311,624
Contributions to UIF, Medical and Pension Funds	4,952
	<u>316,576</u>

Executive Producer - current

Annual Remuneration	75,000
Contributions to UIF, Medical and Pension Funds	4,856
	<u>79,856</u>

Section 3: Key Vacancies

The Company Secretary Position remains vacant, however The Shareholder has approved a budget from the Funding of Strategic Position Panel to go ahead and appoint.

Recruitment Status

OCCUPATIONAL CATEGORY	POSITION	EQUITY STATUS				GENDER	
		A	C	I	W	M	F
Professionally qualified and experienced specialists and mid-management	Deputy General Manager : C & H	0	0	0	1	1	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	Human Resources and Payroll Administrator	1	0	0	0	1	0
Semi-skilled and discretionary decision making	Junior Sous Chef, Assistant Bartenders	3	0	0	0	0	3
Grand Total		4	0	0	1	2	3

Promotions

Two promotions were made during this quarter. The Strategic Relations Manager was promoted to the position of Executive Producer. PA to the General Manager at Roodepoort Theatre was promoted to the position of Junior Producer.

Termination

Five terminations were experienced during this quarter as reflected in the table below. The termination is attributed to employee's resignation.

Terminations Table

Occupational category	Gender and Equity								Date of termination	Reason for termination	Total
	Male				Female						
	A	C	I	W	A	C	I	W			
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4		1						July 2015 August 2015	Resignations	5
Grand Total	4		1								5

Section 4: Employment Equity

The implementation of JCT's employment equity plan is on track. The company is committed to the principles of equity, anti-discrimination and diversity as enshrined in the Constitution and the Employment Equity Act. In this context, Joburg Theatre seeks to create an institution that reflects the diversity of South African society, and which contributes to maximising the human resource potential of its entire people.

The Company has employment policies that it believes are appropriate to the business and the market in which it trades. Equal employment opportunities are offered to all employees. The company firmly endorses the four key areas of employment equity identified by the Employment Equity Act:

- elimination of discrimination in decision-making;
- promotion of employee diversity;
- reduction of barriers to advancement of the disadvantaged; and
- Introduction of measures and procedures for transformation.

The implementation of JCT's first year of its three-year employment equity plan is on track. The implementation of the plan is monitored on quarterly and annual basis through the reports submitted to the City and to the Department of Labour to ensure compliance requirements are fully met.

The theatre's management team is inclusive and representative of the demographics of the country. The members of the support management team comprise of staff members from a diverse background. 86% of the permanent staff compliment is historically disadvantaged individuals, 29% are youth and 29% are female.

People with Disabilities

Despite all the efforts to increase the employment of people with disabilities, the company does not receive responses from people living with disabilities when advertising vacant positions. The company has adapted to the primary needs of the disabled persons by ensuring that disabled theatre patrons have a smooth access to the theatre.

Currently the JCT has not achieved the target of 2% of the employment of people with disabilities which is in line with the Disability Framework for Local Government 2009 – 2014. The JCT has made an undertaking to increase the number of employment of people with disabilities.

Gender Equity

With the recent integration of the three theatres, it was noticed that the Gender Equity was not balanced. The company plans to promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce. To balance the Employment Equity within the company will give preference to females on middle, senior and executive management when opportunities arise.

Workforce Movement-Recruitment

JCT has started filling some of the critical positions including the Company Secretary, who is responsible for assisting in the effective and efficient functioning of the Board and its Committees, ensuring a smooth interface between the entity's deliverables and JCT Board's mandate and also easing the executives' workload by providing legal advice where necessary. The recruitment will be finalised in the next three months. Four employees, including the Deputy General Manager were employed in the Catering and Hospitality Department at Joburg Theatre to increase capacity within the department. A Human Resources and Payroll Administrator was employed in the HR section.

Section 5: Skills Development and Training

Joburg City Theatres is committed to sustaining a continuous programme of training and development for its management and staff to improve both job performance and/or competitiveness for promotion. The company has a policy in respect of paid assistance for skills development courses, which help in enhancing the skills of previously disadvantaged individuals. The policy also includes access to training by members of designated groups, structured training and development

programmes. Company retention strategies include the promotion of diverse organisational cultures, interactive communication and feedback and ongoing labour turnover analysis.

The company's skills development programmes are in line with the requirements of the Skills Development Act and its workplace plan (WSP) is aligned to the business plan and focus is placed on occupational specific programmes, management development and legally required training.

Compliance to the Skills Development Act is on-going. The implementation of the Workplace Skills Plan is on track. All grants due to JCT are claimed and received annually from CATHSETA. JCT's tax compliance is on track with the e-filing done twice per annum as required. All tax directives for lump sum are implemented as they are received.

JCT has contracted thirteen (13) Interns. The interns are placed in the Finance, Client Services, Building and Security, Customer Services, Stage and Governance departments across the three theatres and will be exposed to skills that are in line with their potential professions. The majority of interns were placed through the EPWP programme. One intern was placed by Ekurhuleni West College through CATHSSETA. JCT is committed to working with Department of Public Works in establishing and supporting the Youth Placement program whose aims is to reduce unemployment and poverty within Gauteng. There are plans to place more interns in Stages Restaurants.

Conferences and Seminars

In showing its commitment to improving the skills of the employees, the JCT has booked employees to attend conferences and seminars. The skills received are aimed at improving the employee skills in handling day to day issues and in ensuring that they are kept abreast of the best practice in their respective professions.

The following employees attended the Municipal Finance Minimum Competency Training Programmes in this reporting period:

CONFERENCES & SEMINARS / WORKSHOP/TRAINING	MALES				FEMALES				TOTAL	AMOUNT (R)
	A	I	C	W	A	I	C	W		
MFMA training	4				3				7	99 378.00
TOTAL BENEFICIARIES	4				3				7	99 378.00

Training (Education Assistance Scheme)

The company is committed to sustaining a continuous programme of training and development for its management and staff to improve job performance and/or competitiveness for promotion. The Company has a policy in respect of paid assistance for skills development courses. The policy also intends to include access to training by members of designated groups, structured training and development programmes.

The education assistance scheme ensures that employees are able to improve their educational qualifications with the assistance of the funding from the company. Most of the assistance is

provided over two to three years, which is mostly the duration of academic programs. The following training programs were funded.

INSTITUTION	MALES				FEMALES				TOTAL	AMOUNT (R)
	A	I	C	W	A	I	C	W		
UNISA	0	0	0	0	1	0	0		1	5 500.00
CHARTERED SECRETARY RISSIK BUSINESS SCHOOL	1	0	0	0	0	0	0	0	1	11 790.00
Total										17 290.00

Section 6: Performance Management, Succession Policy and Retention

The performance management policy and procedure aims to achieve a shared understanding of the company's direction; performance management processes which focus on the achievement of individual and departmental goals, which are established and maintained in all departments; improved service delivery; recognition of employee contributions; improved employee wellbeing; a culture of continuous improvement and feedback evident in all departments; security of tenure, and possibilities of promotion. Poor work performance will be dealt with in terms of the incapacity procedure outlined in the company's Human Resources Policies and Procedures manual.

Succession planning within the company has been implemented for all senior management. The succession and retention policy will be reviewed going forward, depending on funding being available.

Joburg Theatre strives to pay salaries that are not disparate with the standard and has in place strategies and practices to deal with remuneration management and salary parity resolution. Retention strategies aimed at discouraging the employees from leaving the company will be developed and discussed. Employees will be consulted when developing the draft policies to get their input. This will ensure that the proposed strategies are accepted by staff and it is envisaged that they will be effective in discouraging the employees from leaving the company.

Section 7: Leave and Productivity Management

Continuously assessment of leave and productivity management is conducted by management

No. of Employees	Leave Accrued	Leave Taken	Balance of Leave
Senior Management Levels 1-3	224.25	87.25	137
Other Employees Levels 4 and below	1886.75	782.25	1104.5

The breakdown of cases attended to during the period under review is as follows:

Cases	No. of cases	Comments
Ill health	0	
Death and memorial service.	0	
Bereavement support intervention	0	
Study	2	Two employees (Office Administrator and Junior Producer) have registered with institutions of learning to improve their educational qualifications with the assistance of the funding from the company.
Miscellaneous cases	0	
Quarterly total	2	

Section 9: Disciplinary Matters and Outcomes

During the quarter under review, matters that were reported for disciplinary were handled appropriately.

Section 10: Employee Wellness

Corporate Wellness provides tools and research to help make employees healthier and in this way, help reduce costs related to healthcare, productivity and absenteeism. The workplace environment provides the ideal opportunity to influence health behaviour. In providing a targeted wellness programme the theatre invests in the health and well being of its employees in order to:

- Improve the health and wellbeing of employees
- Improve quality of life,
- Reduce the use of healthcare,
- Control disability, and
- Enhance productivity.

Employees are enjoying the in-house gym facilities. Aerobics classes have now started twice a week.



The theatre is also encouraging employees to attend external corporate fun walks, runs and relays. Joburg City Theatres participated in the KAYA FM / MANDELA DAY 67 km relay.

The ITHEMBA Walk (Avon / Justine – Walk in support of Breast Cancer) is coming up in October and 34 JCT employees have signed up to participate.

Section 10: Employee Benefits

The Company is a participating employer in the various retirement benefit schemes through which the City of Johannesburg Metropolitan Municipality and its associated Municipal Entities (MEs) provide post-employment benefits to their permanent employees (a contractual policy that ceased for any new employees from July 2000).

Defined Benefit Funds

Joburg City Theatres currently operates three funds and has the following number of employees on each fund:

- Johannesburg Municipal Pension Fund (NMG) has 17 employees.
- E-Joburg Pension Fund has 2 employees.
- Mutual Gratuity Pension Fund (MGF) has 10 employees.

Medical Aid Funds

The company also administers three accredited medical aid schemes and pays a minimum of 50% and 60% monthly premium contribution on behalf of its members. Currently 53 employees are members of the schemes as follows:

- Discovery has 49 employees who receive 50% company contributions.
- LA Health has 2 employees who receive 60% company contributions
- Key Health has 1 employee who receive 60% company contributions

Company Allowances

Six (6) employees still receive monthly housing allowances with their salaries (a contractual policy that ceased for any new employees from July 2000), and 37 employees receive allowances towards the use for business purposes of their personal cell phones.

Section 11: Occupational Health & Safety Programmes

The Occupational Health and Safety Manager is a member of the COJ's workplace wellness coordinators forum which deals amongst others with the HIV Counselling and Training outreach campaign to assist employees in screening and the COJ Group SHE Steering committee which ensures the company's compliance to the Occupational Health and Safety Act, (85 of 1993).

Occupational Health and Safety in the workplace is regulated by the Occupational Health and Safety Act, (85 of 1993).

Section (16)1 places the responsibility and liability on the Chief Executive Officer (CEO) to ensure that the duties imposed on the employer are properly discharged. The implication hereof is that the CEO has to ensure that an occupational health and safety management system is implemented which will give effect to the provisions of this Act.

The City Manager is the section 16(1) responsible person for the COJ and the MD's/CEO's are the section 16(1) responsible persons for the Municipal Entities. The Act makes provision for the CEO's / MD's to appoint person's under their control to assist them in the duties in relation to the provisions of the Act. Joburg City Theatres has appointed Lieb Venter as the Liaison with the COJ Group SHE Directorate as the company's current Occupational Health and Safety Manager. The General Managers of both Soweto Theatre and Roodepoort Theatre were also appointed as the Health and Safety Coordinators at their respective theatres.

The Health and Safety committee is functional and meetings are convened regularly as required. Inspections are undertaken and all Health and Safety equipment is up-to-date.

Permanent and part-time staff members are continuously trained in the areas of First Aid, Safety, Fire, and evacuation. A safety committee is being established and will have regular monthly and quarterly meetings.

HIV/AIDS on the Workplace

The management of HIV/AIDS is an important challenge facing every organisation in the country. Joburg Theatre is committed to maintaining the health and welfare of all its employees as well as providing a safe and hygienic working environment. Joburg Theatre's policy on HIV/AIDS ensures that no employee, or applicant, is discriminated against based on their HIV status. The company's policy is aligned with the City of Johannesburg's AIDS Strategy.

Joburg Theatre has adopted the following core principles as a basis for its HIV/AIDS policy:

- Continuously assess the risks posed by HIV/AIDS on the business;
- Limit the number of new infections among employees. In order to ensure that all employees are made aware of the problem and - in the process – hope to reduce the rate of HIV/AIDS, JT supplies free condoms in all washroom areas back stage.
- Distribute pamphlets internally to employees relating to HIV/AIDS and participate in the Voluntary Counselling and Testing in support of World AIDS Day.
- Ensure employees living with HIV/AIDS are aware of their rights and that their rights are respected and protected.
- Provide care and support to employees living with HIV/AIDS within current legislative parameters.

CHAPTER FIVE: FINANCIAL PERFORMANCE AND EXPOSURE

Section 1: Statement of Financial Position

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Financial Statements for the year ended 30 June 2016

Statement of Financial Position as at 30 June 2016

Figures in R and	Note(s)	2016	2015 Restated*
ASSETS			
<i>Current Assets</i>			
Inventories	2	7,144,210	6,611,527
Receivables from exchange transactions	3	6,809,024	8,578,920
VAT receivable	4	1,354,802	-
Cash and cash equivalents	5	58,211,968	4,875,363
		<u>73,520,004</u>	<u>20,065,810</u>
<i>Non-Current Assets</i>			
Property, plant and equipment	6	11,599,785	11,904,962
Intangible assets	7	32,815	34,986
Heritage assets	8	1,592,700	1,592,700
		<u>13,225,300</u>	<u>13,532,648</u>
Total Assets		<u>86,745,304</u>	<u>33,598,458</u>
LIABILITIES			
<i>Current Liabilities</i>			
Finance lease obligation	9	381,055	398,786
Payables from exchange transactions	10	68,824,454	13,931,402
VAT payable	40	-	350,074
Provisions	11	1,811,025	977,968
		<u>71,016,534</u>	<u>15,658,230</u>
<i>Non-Current Liabilities</i>			
Loan From Shareholder	12	1,784,049	1,784,049
Finance lease obligation	9	145,183	237,070
Deferred tax	13	1,987,152	1,987,152
		<u>3,916,384</u>	<u>4,008,271</u>
Total Liabilities		<u>74,932,918</u>	<u>19,666,501</u>
NET ASSETS		<u>11,812,386</u>	<u>13,931,957</u>
NET ASSETS			
Share capital	32	10	10
Accumulated surplus		11,812,376	13,931,947
TOTAL NET ASSETS		<u>11,812,386</u>	<u>13,931,957</u>

Section 2: Statement of Financial Performance

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Financial Statements for the year ended 30 June 2016

Statement of Financial Performance

Figures in Rand	Note(s)	2016	2015 Restated ^a
Revenue			
Ticketing Services	14	326,388	1,131,454
Catering Services	14	4,359,660	15,627,323
Rental facilities and equipment	14	1,309,127	7,421,052
Arts Alive Festival	14	13,014,118	-
Sponsorship	14	-	2,800,000
In-house Ticket Sales	14	2,463,054	9,588,949
Other income	15	122,477	349,027
Interest received - investment	16	992,147	2,008,882
Subsidy	17	26,375,499	68,823,000
Total revenue		48,952,670	107,743,687
Expenditure			
Salaries and Wages	18	(10,224,043)	(37,533,607)
Depreciation and amortisation	19	(333,016)	(1,332,063)
Finance costs	20	(18,403)	(106,381)
Grants and subsidies paid	21	(8,000,000)	(8,000,000)
General Expenses	22	(32,466,780)	(60,702,512)
Total expenditure		(51,072,242)	(107,674,563)
Operating (deficit) surplus		(2,119,572)	75,124
(Deficit) surplus before taxation		(2,119,572)	75,124
Taxation	23	-	20,398
Surplus		(2,119,572)	54,726

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Financial Statements for the year ended 30 June 2016

Statement of Changes in Net Assets

Figures in Rand	Share capital	Accumulated surplus	Total net assets
Balance at 01 July 2014	10	13,877,221	13,877,231
Changes in net assets			
Surplus for the year	-	54,726	54,726
Total changes	-	54,726	54,726
Restated* Balance at 01 July 2016	10	13,931,948	13,931,958
Changes in net assets			
Surplus for the year	-	(2,119,572)	(2,119,572)
Total changes	-	(2,119,572)	(2,119,572)
Balance at 30 June 2016	10	11,812,376	11,812,386
Note(s)	32		

Section 3: Cash Flow Statement

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Financial Statements for the year ended 30 June 2016

Cash Flow Statement

Figures in Rand	Note(s)	2016	2015 Restated ^a
Cash flows from operating activities			
Receipts			
Sale of goods and services		21,585,024	35,067,699
Grants		73,502,000	68,823,000
Interest income		992,147	2,008,882
		<u>96,079,171</u>	<u>105,899,581</u>
Payments			
Employee costs		(12,434,736)	(34,486,618)
Suppliers		(30,181,474)	(71,887,697)
		<u>(42,616,210)</u>	<u>(106,374,315)</u>
Net cash flows from operating activities	24	<u>53,462,961</u>	<u>(474,734)</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	6	-	(81,433)
Cash flows from financing activities			
Finance lease payments		(126,356)	(488,769)
Net increase/(decrease) in cash and cash equivalents		<u>53,336,605</u>	<u>(1,044,936)</u>
Cash and cash equivalents at the beginning of the year		4,875,363	5,920,299
Cash and cash equivalents at the end of the year	5	<u>58,211,968</u>	<u>4,875,363</u>

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Financial Statements for the year ended 30 June 2016

Notes to the Financial Statements

	2016	2015 Restated*
2. INVENTORIES		
Work in progress	6,398,467	5,894,007
Consumable stores	283,442	208,067
Trading Stock - Food and Beverage	462,301	509,453
	<u>7,144,210</u>	<u>6,611,527</u>

Joburg City Theatres operate as a both receiving and production house. The expenditure on show productions prior to maturity is treated as Work in Progress (WIP). Included in work in progress is the expenditure to date on the following productions: 2015/16 Pantomime and other small shows..

Consumable stores contain amongst others cleaning materials, grocery items, lighting, tapes, paints and stationery. These items are consumed by the company in the daily business operations. The amount consumed is recognised as an expense when the consumables are requisitioned from the stores.

Inventories held for consumption at no charge are measured at the lower of cost and current replacement cost and is fairly valued.

Trading stock - Food and Beverage contains amongst others bar, restaurant and hospitality stock. Trading stock is measured at the lower of cost or net realisable value.

The amount of write-offs for inventory in the prior and current years was zero (0).

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Trade debtors	708,130	1,358,738
Related Party Debtors	6,100,894	7,220,182
	<u>6,809,024</u>	<u>8,578,920</u>

Trade and other receivables

Trade Debtors- represents rent receivable for use of facilities (hospitality and theatre rentals).

Related party debtors - represents the amounts owed to Joburg City Theatres by the City of Johannesburg and Municipal Owned Entities. Joburg City Theatres does not charge interest on related party debtors.

Debtors are measured at fair value.

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Financial Statements for the year ended 30 June 2016

Notes to the Financial Statements

	2016	2015 Restated*
9. FINANCE LEASE OBLIGATION		
Minimum lease payments due		
- within one year	471,667	510,877
- in second to fifth year inclusive	91,872	180,382
	<u>563,539</u>	<u>691,259</u>
less: future finance charges	(37,301)	(55,404)
Present value of minimum lease payments	<u>526,238</u>	<u>635,855</u>
Present value of minimum lease payments due		
- within one year	381,056	398,786
- in second to fifth year inclusive	145,183	237,069
	<u>526,239</u>	<u>635,855</u>
Non-current liabilities	145,183	237,070
Current liabilities	381,055	398,786
	<u>526,238</u>	<u>635,856</u>

Joburg Theatre entered into a 3 year lease agreement with Pilot Software Pty Ltd for point of sales hardware. The entity had one finance lease during the current financial year. The company used Grap 13 to recognise finance lease asset and liability as well as the finance costs and depreciation.

10. PAYABLES FROM EXCHANGE TRANSACTIONS

Trade payables	1,253,071	2,112,032
Income received in advance	52,721,538	3,782,767
Accrued Leave	1,608,452	946,749
Sundry creditors	2,663,720	4,954,434
Accrued 13th Cheque	484,562	755,553
Year end accruals	10,093,111	1,379,867
	<u>68,824,454</u>	<u>13,931,402</u>

Trade payables consists of trade creditors due as at 30 September 2015.

Income received in advance represent deposits for rental of facilities and ticketsales for future shows.

Sundry creditors is made up of capex, mobile theatre truck and other capex

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Financial Statements for the year ended 30 June 2016

Notes to the Financial Statements

	2016	2015 Restated*
14. REVENUE		
Ticketing services	326,388	1,131,454
Catering services	4,359,860	15,627,323
Rental facilities and equipment	1,309,127	7,421,052
Income from agency services	13,014,118	-
Sponsorship	-	2,800,000
In-house ticket sales	2,453,054	9,688,949
Other income	122,477	349,027
Interest received - investment	992,147	2,008,882
Subsidy	26,375,499	68,823,000
	<u>48,952,670</u>	<u>107,749,687</u>

The amount included in revenue arising from exchanges of goods or services are as follows:

Ticketing services	326,388	1,131,454
Catering services	4,359,860	15,627,323
Rental facilities and equipment	1,309,127	7,421,052
Income from agency services	13,014,118	-
Sponsorship	-	2,800,000
In-house ticket sales	2,453,054	9,688,949
Other income	122,477	349,027
Interest received - investment	992,147	2,008,882
	<u>22,577,171</u>	<u>38,926,687</u>

The amount included in revenue arising from non-exchange transactions is as follows:

Taxation revenue		
Transfer revenue		
Subsidy from City of Joburg	26,375,499	68,823,000

15. OTHER INCOME

Other income	122,477	349,027
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Included in other income is receipts from:

Insurance claims
Backstage canteen
SETA reimbursement
Miscellaneous income
Management fee

16. INTEREST RECEIVED - INVESTMENT

Interest revenue Bank	992,147	2,008,882
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The amount included in Interest revenue arise from the following company investments:

Investec Ltd - Fixed Deposit and Call Account
Nedbank Ltd - Fixed Deposit and Call Account

Interest income is calculated using the effective interest rate between 4,5 to 6,9%.

17. SUBSIDY

The subsidy received from the City of Johannesburg Metropolitan Municipality is in terms of the service delivery agreement to provide services in accordance with the agreed obligations for operating Joburg Theatre; Roodepoort Theatre and Soweto Theatre.

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Financial Statements for the year ended 30 June 2016

Notes to the Financial Statements

	2016	2015 Restated*
18. EMPLOYEE RELATED COSTS		
Salaries and Wages	10,027,462	36,543,020
Employee costs included in other expenses	196,681	990,587
	<u>10,224,043</u>	<u>37,533,607</u>
Chief Executive Officer		
Annual Remuneration	387,505	1,396,032
Performance Bonuses	-	190,122
Contributions to UIF, Medical and Pension Funds	15,387	50,140
	<u>382,892</u>	<u>1,636,294</u>
Chief Operating Officer		
Annual Remuneration	256,800	967,200
Performance Bonuses	-	117,600
Contributions to UIF, Medical and Pension Funds	10,264	48,950
	<u>267,064</u>	<u>1,133,750</u>
Chief Financial Officer		
Annual Remuneration	311,624	590,000
Contributions to UIF, Medical and Pension Funds	4,952	6,578
	<u>316,576</u>	<u>596,578</u>
Executive Producer - current		
Annual Remuneration	75,000	-
Contributions to UIF, Medical and Pension Funds	4,656	-
	<u>79,656</u>	<u>-</u>
Executive Producer - former		
Annual Remuneration	-	811,606
Performance Bonuses	-	220,025
Contributions to UIF, Medical and Pension Funds	-	25,492
	<u>-</u>	<u>1,057,123</u>

The contract of the Executive Producer (EP) expired on 31 December 2014 and the new Executive Producer was appointed on 01 September 2015.

Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Financial Statements for the year ended 30 June 2016

Notes to the Financial Statements

	2016	2015 Restated*
22. GENERAL EXPENSES		
Auditors remuneration	89,684	882,991
Bank charges	144,930	637,971
Cleaning	543,188	2,395,081
Consulting and professional fees	107,780	408,056
Consumables	680,003	1,814,421
Community Development	803,630	1,928,798
Entertainment	36,274	61,618
Building signage; framing and printing	76,564	318,837
Gifts	900	15,947
Insurance	128,000	201,003
Special projects	886	69,249
IT expenses	122,637	499,263
Marketing and show contributions	1,485,638	6,641,803
Ticketing	313,139	1,308,899
Motor vehicle expenses	269,356	967,937
Licences	19,912	296,879
Productions	7,125,446	14,721,766
Printing and Stationery	119,432	568,216
Security	460,529	1,764,703
Subscriptions and membership fees	55,237	134,964
Business travel	89,365	113,880
Electricity	4,167,491	7,069,453
Gas	206,537	449,395
Sewerage and waste disposal	179,026	976,335
Assessment Rates	9,065	42,673
Employee Wellness & Training	18,217	69,730
Expense 3	11,218,800	-
Write offs	-	14,526
Other hospitality and catering expenses	-	9,319,827
Repairs and Maintenance	166,124	1,247,488
Cost of Sales	3,869,090	5,860,803
	32,496,780	60,702,512

Section 4: Ratio Analysis

Financial Ratios	30 June 2016	30 June 2015	Target	Norm	Interpretation
Current Ratio	1.04	1.28	> 1.00	1.5 to 2.1	A financial ratio under 1 suggests that the JCT would be unable to pay all its current or short-term obligations if they fall due at any specific point.
Solvency Ratio	1.16	1.71	> 2.00	02:01	Solvency Ratio has dropped.
Debt: Revenue	10%	2%	< 45%	45%	If the result of the Ratio analysis indicates less than 45% then JCT still has capacity to take increase funding from borrowings.
Remuneration	20%	35%	At least 30%	25% - 40%	If the ratio exceed the norm it could indicate inefficiencies, overstaffing or even the incorrect focus due to misdirected expenditure to non-essentials or non-service delivery related expenditure.
Repairs & Maintenance	1%	10%	8%	8%	A ratio below the norm is a reflection that insufficient monies are being spent on repairs and maintenance to the extent that it could increase impairment of useful assets.
Interest: Expenditure	0%	0%	< 7%	<7%	Operating below the Norm could indicate that the JCT has the capacity to take on additional financing from borrowing to invest in infrastructure projects or it could relate to cash flow problems where it is unable to access borrowed funds or the funding decisions of the municipality impacts of these levels.
Net Operating Expenditure	-4%	0%	At least 15%	= or > 0%	If the result is less than 0% it implies that JCT is operating at a deficit and measures must be implemented to address this situation to ensure sustainable service delivery.
Cost Coverage Ratio	6 Months	1 Month	> 45 Days	1 – 3 Months	The more cash reserves JCT has available the lower the risk of it being unable to fund monthly fixed operational expenditure and to continue rendering services.

Section 5: Report on Irregular, Fruitless and Wasteful Expenditure and Due Process

Irregular Expenditure

During the quarter under review, there was no irregular expenditure that was incurred.

Fruitless and wasteful expenditure

During the quarter and year under review, there was no fruitless and wasteful expenditure that was incurred.

Section 6: Pending Litigations and Possible Liabilities

During the quarter under review, there were no litigation cases instituted by JCT or litigation cases instituted against JCT.

Section 7: Insurance Claims against/to MOE/Department

During the quarter under review, there were no insurance claims against/to MOE/Department.

CHAPTER SIX: INTERNAL & EXTERNAL AUDIT FINDINGS

Section 1: Results of Internal Audits

The table below depicts the Internal Audit COVERAGE PLAN for 2015/16





Business Area	Focus Area	Risk No. as per 2015 Risk Register SR= Strategic Risk OR= Operational Risk	Estimated Hours	Suggested Timelines
FOLLOW UP	1. Follow-up	Findings raised by Internal & External Auditors	24	Q3
FINANCE	Revenue Management (Including Hospitality and Catering)	SR 1	60	Q4
	Petty Cash	SR 1	20	Q4
	Accounts Payable/ Creditors	SR 1	30	Q4
	Asset Management	SR 2 OR 4	54	Q4
	Supply Chain & Expenditure Management	SR 1	60	Q4
HUMAN RESOURCES	Human Capital	SR 2	24	Q3
	Leave Management	Included by Internal Audit	24	Q3
	Payroll Review	Included by Internal Audit	24	Q3
MARKETING	Marketing of all three Theatres	SR 3 SR 6	24	Q2
EXTERNAL ENVIRONMENT	Youth Development	SR 9	24	Q2
MAINTENANCE	Maintenance and Security	OR 2 OR 6	24	Q2
	Health and Safety	OR 7	24	Q2
PERFORMANCE INFORMATION	Performance Information.	Required by Municipal Systems Act	24	Quarterly
INFORMATION TECHNOLOGY	IT Application Controls Review	OR 4	20	Q3
	IT General Controls Review	OR 4	20	Q3
FINANCE	Quality Assurance on Annual Financial Statement		20	Q4







Section 2: Progress on Resolution of Internal Audit Findings for 2014/15 financial year






Legend for the table:







No.	INTERNAL AUDIT FINDINGS	Audit finding closed	Work in Progress	Audit finding open	Required controls that are able to prevent, or detect and correct misstatements / control deviations / instances of non-compliance in a timely manner, are currently in place, care is required to maintain the situation for changes in conditions	Good
					Progress in the implementation of controls that are able to prevent, or detect and correct, misstatements / control deviations / instances of non-compliance in a timely manner is noted, but improvement is still required	
					Required controls that are able to prevent, or detect and correct, misstatements / control deviations / instances of non-compliance in a timely manner, are not in place, intervention is required to design and implement appropriate controls	



#	Audit component	Audit Finding	Management Response	Time Scale	Status
1.	Inventory and consumables	Ordering without authorisation Joburg Theatre	This control will be fully implemented going forward by management through regular spot checks on requisitions	30 April 2015 & on-going	
2.	Inventory and consumables	Shelves at the store room not labelled Soweto, Roodepoort and Joburg Theatres	Management acknowledges the control weakness as identified by the internal audit. Work has already started in developing labels for shelves at Joburg Theatre. This work will be extended to include Soweto and Roodepoort Theatre. The globes that are kept in the office of the building and maintenance manager will be removed in the office and kept in the storeroom as per the supply chain management policy and recommendation by the internal audit.	30 April 2015	
3.	Inventory and consumables	Non keeping of inventory stock record at Soweto and Roodepoort	Audit finding is noted. Same controls that are implemented at Joburg theatre will be extended to Soweto Theatre.	30 April 2015	
4.	Inventory and consumables	Invoices without invoice numbers submitted for payment- Stages	Management will advise any supplier that submits any invoice without invoice number to make the necessary adjustment on the invoice to include the invoice number. Invoice was subsequently submitted to the Auditors R85 was not cancelled but it was for other theatre (Soweto)	30 April 2015 thereafter on-going	
5.	Inventory and consumables	Internal transfers not completed in full - The Stages	Audit finding is noted. Control will be implemented where necessary as recommended by the internal audit i.e. the officials will sign and date the transfer book and requisitions will be authorised by the relevant line manager.	30 April 2015	



#	Audit component	Audit Finding	Management Response	Time Scale	Status
6.	Inventory and consumables	Physical verification do not match the inventory list - The Stages	Management acknowledges the audit finding. Hospitality and Catering department has just implemented a new system to address control weaknesses around stock count and stock management. It is anticipated that more regular stock counts will be conducted than is currently the norm.	30 April 2015	
7.	Marketing	No blimp "air balloon" indicating the location of Rodepoort Theatre	Rodepoort Theatre purchased the blimp and has it in its possession, however due to altitude of where the theatre is situated, using of the blimp was/is not suitable due to the risk of it being blown to the street thus causing accidents. Theatre and Restaurant signage in the precinct will be erected either in form of standing structure or mounting on the top of the building subject to approval by Joburg Property Company and City Communication department.	August 2015	
8.	Human Capital	Key positions not filled	JCT created the vacant position of the company as per the shareholder's promise to fund the position. The position of Company Secretary / Governance Officer was advertised, 26 responses were received and 5 candidates were shortlisted. The scheduled interviews were since cancelled subsequent to the Budget Lekgotla outcome in 24 February 2015 due to budget constraints. The termination of the Executive Producer's contract was effective December 31st 2014. The Board approved advertising of the new position to include programming for all three theatres. Recruitment of the PE is being sourced through a panel of Service Providers. Formal agreements have been concluded with Service Provider to source candidates locally and internationally. The recruitment process will be finalised in six months' time.	October 2015	
9.	Human Capital	Gaps in training for the period under review	Between 11 February and 24 April 2015, JCT has sent 17 employees for a 1 day Fire Fighting course and 14 employees for a 3-day training First Aid. JCT's Training and Development Policy has been recently approved by the Board of Directors. The policy provides the opportunity for managers and employees to jointly identify training needs in order to improve job performance and to support individual development.	On going	



#	Audit component	Audit Finding	Management Response	Time Scale	Status
10.	Human Capital	No salary information on job advertisements	<p>City of Johannesburg Group Talent Acquisition Policy Framework, section 5 (scope of application) provides that MEs should <u>customize</u> or <u>align</u> their Policies with this Policy Framework without downgrading the set Guidelines and Standards. Over and above the alignment to this Policy Framework, Municipal Entities can adopt and implement COJ Policies as is through the respective Board of Director's approval.</p> <p>JCT's Board of Directors resolved to align the entities policies instead of adopting. Subsequently, the Board 's minutes of the meeting held on April 16th 2014 resolved that JCT's Human Capital Management Strategy (HCMS) as aligned to the City's Group Human Capital Management Strategy (GHCMS) is approved by the Board.</p> <p>JCT does not adhere to City of Johannesburg Group Talent Acquisition Policy Framework. We comply with our own <u>Policy with respect to Recruitment, Selection, Exit and Remuneration</u>, to which it is being aligned. It is not a policy requirement to display salary information on advertisements /circulars.</p>	31 December 2015	
11.	Health and Safety	Occupational health and safety policy not reviewed	The policy has been reviewed by management	Resolved	
12.	Health and Safety	Fire drill not performed	Evacuation for all administration staff will be done annually	Resolved	
13.	Health and Safety	No fire extinguishers at Soweto and Roodepoort Theatre	Fire extinguishers have been positioned next to the storerooms at Roodepoort and Soweto Theatre	Resolved	
14.	Payroll	Unauthorised overtime-Roodepoort theatre	It was only one overtime call sheet which was not signed by General Manager of RT. The call sheet was signed by Human Resources Manager and joint payroll Managers. It was an oversight. The matter is addressed, the call sheet is now signed	Resolved	
15.	Payroll	No proof of handover	Checklists for return of company properties for the mentioned employees have been submitted to HR manager by HODs. All documents have since been filed as proof in each employee personal file.	Resolved	

#	Audit component	Audit Finding	Management Response	Time Scale	Status
16.	Payroll	Insufficient records on personal files	<p>There are copies of identification documents for Lesley Sithole and Kevin John Behrens in their personal files. Other employees mentioned above whose Identity documents are not in file, have since submitted their copies for filing.</p> <p>Rebecca Ngaye's signed Job description has always been in employee's personal file. The auditor might have not seen it. The other job description is now signed by the individual employee.</p> <p>The debt acknowledgement form for salary deduction for the employee concerned is found and filed.</p>	Matter was addressed	
17.	Petty cash	Failure to obtain 3 Quotations	<p>The Orders for removal were Split due to the garden area being done in phases and the rubble was removed as it piled up. We have now changed the landscaping policy and this is done as a project. This will be implemented on the 1st July 2015 as we have suppliers on our data base. It will go through as an EFT payment</p>	01 July 2015	
18.	Petty Cash	Petty cash used for Consumables	<p>Roodepoort Theatre was purchasing these items on its own. I have now changed this so that it is requisitioned via our central purchasing department in JHB. My PA requisitions the stock and I authorize which gets dispatched from JHB Stores. This procedure is treated as the Stock Order Policy. This was implemented in March 2015</p>	Resolved	
19.	Youth Development	No coordinated youth development initiatives between Joburg City Theatre and Soweto Theatre	<p>Management noted the audit finding. JCT is in the process of employing an Executive Producer who will oversee all programming including the youth development programmes. As part of the Executive Producer's task will be to ensure that there is an integrated youth development strategy.</p>	In-progress	
20.	Revenue -Stages	Cash takings used as Petty Cash	<p>Management will tighten controls to ensure that cash is banked on a daily basis. A senior accountant has been appointed to strengthen controls around the banking of cash. A cash management solution was also implemented in February 2015 to assist with prompt and daily banking of cash.</p>	Resolved	

#	Audit component	Audit Finding	Management Response	Time Scale	Status
21.	Creditors	Payments to creditors made after 30 days	Management strives to pay creditors within 30 days from the receipt of an invoice/statement. However in the instances mentioned in the finding, these were Capex projects and invoices were received before the goods/services were delivered/rendered. Therefore the invoices were delayed until the project managers confirmed the delivery of the goods/services rendered	Resolved	
22.	Creditors	Use of a service provider whose contract has expired	Management will continue its endeavours to ensure full compliance with supply management policies.	Resolved	
23.	Creditors	Payment of creditors not on the database of Joburg City Theatre	The supplier database has been updated to include the suppliers listed above	Resolved	
24.	Buildings and Maintenance	Maintenance, Safety and Security Department are using a policy that was last reviewed in 1994	We will review and update the old policies	Resolved	
25.	Buildings and Maintenance		Management will adopt the recommendations and will change the claim forms to align to the recommendations.	Resolved	
26.	Buildings and Maintenance		Management will install signage (New) in line with the audit recommendations	Resolved	

#	Audit component	Audit Finding	Management Response	Time Scale	Status
27.	AOPO		<p>The finding on clean audit is noted and will be revised in the new financial year.</p> <p>Management does not accept this finding. Image Building of the City of Johannesburg by Joburg Ballet is not an indicator but the IDP programme. The KPI is "Joburg Ballet performance at Joburg Theatres". This indicator was discussed and agreed with AG during the 2013/14 audit</p>	In-progress	
28.	AOPO		<p>Management does not accept this finding: "number of discounted tickets to school learners", additional ticketing reports from Soweto Theatre were submitted to be verified to the auditors indicating that 228 discounted tickets were issued to school learner during the third quarter.</p> <p>Management does not accept this finding: "performing artist, organizations and school workshops"- The evidence supporting the figure of 15 was submitted and agreed with auditor. This evidence is still available to be verified</p> <p>Management does not accept this finding: "number of youths trained in music tuition" –The evidence supporting the figure of 127 as this figure was also adjusted from 250 learners to 127 based on the 2015 intake. The moments on the third quarter report also indicated as follows: "the target for 3rd was not achieved. The programme resumed on February 07th 2015. The reduction in numbers was caused by a need to review the program and to create a more streamlined curriculum across the disciplines and to engage the tutors in the UNISA syllabus and exams; to increase visibility of the programme and to begin building a foundation for a potential Soweto Theatre Youth Orchestra"</p>	Resolved	

#	Audit component	Audit Finding	Management Response	Time Scale	Status
29.	AOPO		<p>Support Small Business through procurement-Discrepancies were noted when reviewing the KPI related to the actual invoices submitted and reviewed by auditors. The payments were either less or more than what was reflected on the documents reviewed. Below serves examples:</p> <p>SMME budget spend-the invoices reviewed against the allocated to budget reflected the following</p> <p>For Joburg City Theatres invoices. Out of 37 suppliers invoices reviewed by auditors, eighteen had discrepancies of over/under payment made.</p> <p>Roodepoort/ Soweto invoices. Out of 24 suppliers invoices reviewed by auditors, four had discrepancies of over/under payment made</p> <p>Awaiting for response from Finance(Solomon & Graham)</p> <p>Creating partnerships with stakeholders-Joburg city Theatres reported that 13 partnerships were created and signed with stakeholders. The reviewed of the evidence submitted for audit review contained only one signed and 12 unsigned. Internal audit could not verify whether the 12 agreements were signed or not as only unsigned agreement were submitted as evidence.</p> <p>Train youths in music tuition- The authenticity of evidence provided is questionable and could not be relied on by audit. An excel spreadsheet was submitted as evidence instead of formal acceptable report.</p> <p>Train youths in theatre business management- The authenticity of evidence provided is questionable and could not be relied on by audit. An</p>	Resolved	
30.	Supply chain		<p>JCT through its Bid adjudication Committee evaluates and scrutinize each deviation report to ensure that the deviations are valid and thereafter it's being referred to the Accounting Officer for approval, as part of internal control and ensuring that the company complies with SCM policy. All deviations are carefully being monitored and reported to the board on quarterly basis</p>	Resolved	

#	Audit component	Audit Finding	Management Response	Time Scale	Status
31.	Supply chain		The listed suppliers have since been added onto the Supplier database of Joburg city Theatres as compliant providers.	Resolved	
32.	IT	Mandatory fields not validated	The system will not allow a reconfiguration of the fields so two compensating controls will be created. An amendment to the existing IT policy around the creation of a user with full name and surname. To create a control sheet that is checked every 6 months, to verify and validate all users	Resolved	

Section 3: Progress on Resolution of External Audit Findings for 2013/14 financial year

ACTION PLAN FOR AG AUDIT FINDINGS 2013/2014						
Prepared by:	Vukani Mngubane (Finance Manager)	30-Sep-15				
Reviewed by:	Solomon Mphahathi (CFO)	30-Sep-15				
Findings #	Heading	Description	Action Required	By Whom	When	Status
B1	Accumulated Profit- GL does not agree to the TB and AFS	The accumulated surplus account in the general ledger reflected R10 776 844 while the trial balance reflected R10 766 322.83. Potential understatement of R10 521.17.	None	FM/CFO	November 2014 and reviewed Monthly	Done
B12	Employee cost- GL does not agree with the annual financial statements.	The employee cost general ledger account reflected R35 049 450.53 while the annual financial statements reflected R35 264 197.90. Potential overstatement of R214 747.37.	None	FM/CFO	Oct-14	Done
B13	Non submission of audit file-Circular 50	The audit file was not submitted together with the annual financial statements.	None	FM/CFO	01-Sep-14	Done
B14	Asset GL does not agree with the related trial balance and annual financial statements.	Asset GL reflected R12 198 757.13 while the annual financial statements reflected R12 188 639 resulting in a potential understatement of R10 113.13. On depreciation GL reflected R831 618.81 while annual financial statements reflected R841 942 resulting in potential overstatement of R10 323.19.	None	FM/CFO	November 2014 and reviewed Monthly	Done
B15	Two assets recognised as one asset in the asset register.	Double sliding door beverage cooler two units of this were recognised as one unit with a unit price of R8 385.	None	FM/CFO	November 2014	Done
B16	No formally documented standard operating procedures for performance information.	Lack of documented procedures at an entity level for collating, collecting, verifying and storing performance information.	None	COO	30-Nov-14	Done
B17	Asset could not be verified and incorrectly classified.	The items selected did not include asset register and it was indicated that the amounts are made up of different assets	None		November 2014	Done
B18	Asset could not be traced to the asset register	Items could not be found on the asset register	None	CFO	November 2014	Done
B19	Differences in carrying amount of PPE at year end	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information	None	CFO	November 2014	Done
B20	Lack of Discretionary Bonuses Policy	Lack of documented procedures to calculate bonus of each employee might result in the misstatement of the provision as disclosed in the annual financial statements as a reliable estimate might not be made	Policy will be reviewed to include the formula of calculating the discretionary bonus. It will be circulated to EXCO and will be	HR PRACITTON ER	Jun-15	In progress-Policy drafted awaiting Remsec and Board Approval in october 2015

ACTION PLAN FOR AG AUDIT FINDINGS 2013/2014									
Prepared by	Vukani Magubane (Finance Manager)	30-Sep-15							
Reviewed by:	Solomon Mphahathi (CFO)	30-Sep-15							
Findings#	Heading	Description	Action Required	By Whom	When	Status			
B111	Employee cost-Verification checks not performed on new appointment	It was noted that the entity upon appointment of new employees did not perform the necessary criminal and qualification verification processes.	None	HR PRACTITIONER	As and when appointment is made	Done			
B112	Employee costs-Cellphone and transport allowance policy	The entity has not established and communicated policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities over employee allowances benefits	Policy has been drafted and circulated to EXCO for commentary. The policy will then be submitted to Remset and Board for final approval	HR PRACTITIONER	Jun-15	Done			
B113	Inadequate information provided on the asset register	Failure to complete all required information fields in the assets register increases the risk of asset misappropriation or theft.	None	CFO	November 2014 and reviewed Monthly	Done			
B114	Budget allocation per development priority	The Joburg theatre development priority in the service delivery plan and business plan is not aligned to the budget, therefore comparing the performance of development priority against the budget is not possible	None	COO	Already implemented	Done			
B115	SCM-Digital Fire Pty Ltd- No tax clearance certificate and three quotations not on file	The entity did not comply with the preferential procurement Regulation 14 of 2011	None	CFO	November 2014 and reviewed Monthly	Done			
B116	SCM-Denovo Distribution SA Pty Ltd-Three quotations not on file	The entity did not obtain three quotations from supplier, only one quotation was obtained	None	CFO	November 2014 and reviewed Monthly	Done			
B117	SCM-Fanel restaurant and catering supplies- Lack of procurement documentation	The quotation was approved by Chief Operating Officer dated 20 March 2014, however no reasons for not obtaining three quotations were recorded and approved by neither the Chief Financial Officer nor the delegated official	None	CFO	November 2014 and reviewed Monthly	Done			
B118	SCM-Jubzin Trading Enterprises- Three quotations not on file	The quotation was approved by Chief Operating Officer dated 21 February 2014, however no reasons for not obtaining three quotations were recorded and approved by neither the Chief Financial Officer nor the delegated official	None	CFO	November 2014 and reviewed Monthly	Done			

ACTION PLAN FOR AG AUDIT FINDINGS 2013/2014	
Prepared by:	Vukani Magubane (Finance Manager) 30-Sep-15
Reviewed by:	Solomon Mphahathi (CFO) 30-Sep-15

Item#	Heading	Description	Action Required	By Whom	When	Status
BL1	Lifeology-Three quotations not on file	The quotation was approved by Chief Operating Officer dated 25 October 2013, however no reasons for not obtaining three quotations were recorded and approved by neither the Chief Financial Officer nor the delegated official	None	CFO	November 2014 and reviewed Monthly	Done
BLX	Yimakani-Three quotations not obtained	The quotation was approved by Chief Operating Officer dated 29 August 2013, however no reasons for not obtaining three quotations were recorded and approved by neither the Chief Financial Officer nor the delegated official	None	CFO	November 2014 and reviewed Monthly	Done
BL2	Pipeline- No tax clearance certificate and three quotations not obtained	The quotation was approved by Chief Operating Officer dated 17 October 2013, however no reasons for not obtaining three quotations were recorded and approved by neither the Chief Financial Officer nor the delegated official	None	CFO	November 2014 and reviewed Monthly	Done
BL2	Wocair-CC-Three quotations not obtained	The entity obtained only one quotation from the supplier for the rendering of services of installation of air supply in the kitchen. It was noted that no reasons for not obtaining three quotations were recorded and approved by neither the CFO nor the delegated official	None	CFO	November 2014 and reviewed Monthly	Done
BL2	Pre-determined objectives- Reliability of indicator and targets	No processes in place to verify this indicators nor there is reconciliations performed on what was intended to be included to verify that the information included should be included	None	COO/CFO	Already implemented	Done
CL1	No evidence of supply chain management gift register	Management did not establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities	None	CFO	Nov-14	Done
ALL	Pre-determined objectives	Audit Finding Paragraph 3.2 of the Framework for Managing Programme Performance Information states that: "Suitable indicators need to be specified to measure performance in relation to inputs, activities, outputs, outcomes and impacts. The challenge is to specify indicators that measure things that are useful from a management and accountability perspective. This means managers need to be selective when defining indicators. Defining a good performance indicator requires careful analysis of what is to be measured. One needs to have a thorough understanding of the nature of the input or output, the activities, the desired outcomes and impacts, and all relevant definitions and standards used in the field. For this reason it is important to involve subject experts and line managers in the process."	None	COO	Nov-14	Done

Section 4: Statement of Internal Control

The internal Audit of Joburg City Theatres provides the Audit and Risk Committee and management with assurance that the internal controls are adequate and effective; in line with section 165 of the MFMA, the Institute of Internal Auditors (IIA) Standards and the requirements of King III report on Corporate Governance. This is achieved by means of regular risk based audit assignments, as well as the identification of corrective actions and suggested enhancements to the controls and processes in respect of key risk areas identified.

As at 30 June 2015 Internal Audit provided assurance on high risks identified during risk assessments by prioritising these areas during annual planning. Some of the medium and low risk areas were also audited where possible. The system of internal control was reasonably adequate and effective, for the 2014/15 financial year.

In line with best practice and Municipal Management Finance Act (MFMA) requirements, Group Risk and Assurance Services (GRAS) compiled a risk-based audit coverage plan for the Joburg City Theatres which was approved by the Audit and Risk Committee on August 27th 2015. This audit coverage plan has taken into consideration areas that are perceived to be of high risk as per the risk registers for the three theatres and areas identified by management. The timelines indicated on the plan were discussed and agreed with management.

No audits were conducted in the 1st quarter of the financial year due to the execution of the external audit by the Auditor General.

ANNEXURE A: Management Accounts

COVER SHEET

Joburg Theatre (SOC) Ltd

REPORTING PERIOD: SEPTEMBER 2015

BranchName: Johannesburg', 'Roodepoort', 'Soweto'

INCOME STATEMENT

Main Account Sub Account Sub Account Name	July 15	August 15	September 15	October 15	November 15	December 15	January 16	February 16	March 16	April 16	May 16	June 16	Budget_YTD	YTD_Variance		
INCOME																
Rental Of Facilities & Equipment	11,749,151	9,751,486	16,791,796	0	0	0	0	0	0	0	0	0	44,972,662	37,932,423	11,002,240	29%
Interest Earned From External Investments	248,270	399,972	666,552	0	0	0	0	0	0	0	0	0	1,398,127	1,398,794	667	0%
Operating Grants and Subsidies	246,402	393,241	275,854	0	0	0	0	0	0	0	0	0	992,139	874,597	117,540	15%
Arts Alive	5,658,507	5,458,499	13,658,498	0	0	0	0	0	0	0	0	0	26,375,469	24,375,506	1,999,963	8%
Arts Alive	0	0	0	0	0	0	0	0	0	0	0	0	13,014,118	0	13,014,118	0
IN-HOUSE STAGE PRODUCTIONS																
Other Revenue	5,404,972	3,779,693	2,390,881	0	0	0	0	0	0	0	0	0	7,161,779	11,377,526	4,115,746	-36%
In-House Music Programme	4,017,486	2,000,000	0	0	0	0	0	0	0	0	0	0	2,453,054	6,017,486	3,564,432	-58%
Sponsorships	0	0	75,000	0	0	0	0	0	0	0	0	0	0	75,000	-75,000	-100%
Food Beverage and Retail /Stages	1,326,548	1,527,694	1,527,694	0	0	0	0	0	0	0	0	0	4,399,660	4,165,400	-234,260	-5%
Ticketing Services	65,538	52,578	250,597	0	0	0	0	0	0	0	0	0	336,388	366,714	30,326	-1%
Management Fees	0	0	590,000	0	0	0	0	0	0	0	0	0	75,423	590,000	-514,577	-68%
Miscellaneous	0	0	47,906	0	0	0	0	0	0	0	0	0	47,054	47,906	852	-2%
EXPENSE																
Employee Related Costs	18,447,313	10,444,218	15,444,173	0	0	0	0	0	0	0	0	0	51,072,138	36,539,173	14,532,965	-40%
Directors and Committee Members	3,379,416	3,379,416	3,379,416	0	0	0	0	0	0	0	0	0	9,852,244	10,134,148	-281,804	2%
Depreciation & Asset Impairment	206,559	47,666	0	0	0	0	0	0	0	0	0	0	196,581	252,225	55,644	22%
Repairs And Maintenance	139,832	139,832	139,832	0	0	0	0	0	0	0	0	0	333,016	418,486	84,469	21%
Contracted Services	453,707	453,707	453,707	0	0	0	0	0	0	0	0	0	1,463,317	1,463,317	0	0%
Insurance	20,667	20,667	20,667	0	0	0	0	0	0	0	0	0	82,000	82,000	0	0%
Joburg Ballet	0	0	8,000,000	0	0	0	0	0	0	0	0	0	8,000,000	8,000,000	0	0%
Arts Alive	0	0	0	0	0	0	0	0	0	0	0	0	11,218,006	0	11,218,006	0
General Expenses	6,171,771	6,270,211	3,489,634	0	0	0	0	0	0	0	0	0	19,843,949	15,934,915	4,022,033	-23%
Consumables	208,701	170,218	227,351	0	0	0	0	0	0	0	0	0	621,582	648,109	-26,527	-4%
Utilities	857,516	797,402	858,039	0	0	0	0	0	0	0	0	0	4,502,119	2,490,006	2,012,113	-45%
Audit Fees	0	0	233,977	0	0	0	0	0	0	0	0	0	89,644	223,977	134,293	60%
Telecommunication	48,071	46,972	60,255	0	0	0	0	0	0	0	0	0	222,637	155,408	167,229	21%
Business Travel	11,547	11,547	11,547	0	0	0	0	0	0	0	0	0	36,274	34,641	1,633	-5%
Entertainment	82,139	100,535	101,083	0	0	0	0	0	0	0	0	0	286,356	284,596	1,760	3%
Transportation	154,484	3,859	284,911	0	0	0	0	0	0	0	0	0	777,800	407,324	-370,476	-9%
Youth Development	75,900	5,000	5,000	0	0	0	0	0	0	0	0	0	84,999	15,600	69,399	18%
Social Awareness Projects	195,357	283,245	158,955	0	0	0	0	0	0	0	0	0	558,082	641,937	83,855	15%
Advertising, Publicity and Marketing	3,102,869	3,465,796	0	0	0	0	0	0	0	0	0	0	7,093,656	6,658,785	-434,871	-6%
In-House Stage Productions	0	0	0	0	0	0	0	0	0	0	0	0	35,000	0	35,000	0%
Contributions to Tenant Productions	16,525	47,302	65,624	0	0	0	0	0	0	0	0	0	678,691	129,652	-549,039	-43%
Ticketing	6,547	66,470	66,461	0	0	0	0	0	0	0	0	0	318,139	218,277	-99,862	-30%
Miscellaneous	10,926	64,447	141,402	0	0	0	0	0	0	0	0	0	474,671	349,775	-124,896	-35%
Catering and Hospitality	1,125,289	1,162,203	1,279,620	0	0	0	0	0	0	0	0	0	3,668,060	3,515,110	-152,950	-4%
CODA	21,000	21,000	21,000	0	0	0	0	0	0	0	0	0	66,000	66,000	0	0%
Finance Costs	13,000	13,000	13,000	0	0	0	0	0	0	0	0	0	18,463	39,000	20,537	53%
Other	0	0	0	0	0	0	0	0	0	0	0	0	1,740	0	-1,740	0%
TRADING SURPLUS / (SHORTFALL)	902,888	-852,802	1,148,613	0	0	0	0	0	0	0	0	0	-2,119,571	1,391,650	-3,512,220	-25%
EMPLOYEES																
Total Revenue Per Employee	39,544,008	34,116,648	58,507,977	0	0	0	0	0	0	0	0	0	136,566,177	137,188,172	621,995	0%
Earned Revenue Per Employee	20,524,459	15,697,152	11,624,124	0	0	0	0	0	0	0	0	0	78,665,607	47,256,644	-31,408,963	-61%
Salary Cost Per Employee	11,719,547	11,719,547	11,719,547	0	0	0	0	0	0	0	0	0	34,678,181	35,318,181	640,000	2%



INCOME STATEMENT

Main Account / Sub Account / Description	First Quarter			Second Quarter			Third Quarter			Fourth Quarter			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
INCOME															
Rental of Facilities & Equipment	41,905,544	30,528,544	11,377,000	32.2%	0	0	0	0	0	0	0	0	0	0	0
Interest Earned from External Investments	76,427	630,812	(554,385)	-82.1%	0	0	0	0	0	0	0	0	0	0	0
Operating Grants and Subsidies	961,147	674,197	286,950	41.4%	0	0	0	0	0	0	0	0	0	0	0
Arts Alive	13,041,118	10,000,000	3,041,118	30.4%	0	0	0	0	0	0	0	0	0	0	0
Other Revenue	6,342,783	10,000,000	(3,657,217)	-36.6%	0	0	0	0	0	0	0	0	0	0	0
In-House Stage Productions	2,444,098	6,000,000	(3,555,902)	-57.8%	0	0	0	0	0	0	0	0	0	0	0
In-House Music Programme	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0
Sponsorships	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0
Food Beverage And Retail / Stages	3,300,000	3,100,000	200,000	6.5%	0	0	0	0	0	0	0	0	0	0	0
Ticketing Services	271,180	324,238	(53,058)	-16.4%	0	0	0	0	0	0	0	0	0	0	0
Management Fees	7,543	500,000	(492,457)	-6.5%	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	47,054	41,000	6,054	14.8%	0	0	0	0	0	0	0	0	0	0	0
Expense															
Employee Related Costs	45,050,583	29,918,300	15,132,283	50.6%	0	0	0	0	0	0	0	0	0	0	0
Directors and Committee Members	1,541,342	7,058,200	(5,516,858)	-78.2%	0	0	0	0	0	0	0	0	0	0	0
Depreciation & Asset Impairment	196,500	232,225	(35,725)	-15.4%	0	0	0	0	0	0	0	0	0	0	0
Repairs And Maintenance	86,374	173,153	(86,779)	-50.1%	0	0	0	0	0	0	0	0	0	0	0
Contracted Services	617,333	779,848	(162,515)	-20.8%	0	0	0	0	0	0	0	0	0	0	0
Insurance	22,500	22,500	0	0%	0	0	0	0	0	0	0	0	0	0	0
Joburg Ballet	8,000,000	8,000,000	0	0%	0	0	0	0	0	0	0	0	0	0	0
Arts Alive	11,278,800	0	11,278,800	>100%	0	0	0	0	0	0	0	0	0	0	0
General Expenses	17,263,574	12,671,955	4,591,619	36.3%	0	0	0	0	0	0	0	0	0	0	0
Consumables	596,115	433,696	162,419	37.5%	0	0	0	0	0	0	0	0	0	0	0
Utilities	4,115,781	2,000,000	2,115,781	105.8%	0	0	0	0	0	0	0	0	0	0	0
Audit Fees	80,684	213,377	(132,693)	-16.5%	0	0	0	0	0	0	0	0	0	0	0
Telecommunication	41,478	64,001	(22,523)	-55.2%	0	0	0	0	0	0	0	0	0	0	0
Business Travel	80,647	0	80,647	>100%	0	0	0	0	0	0	0	0	0	0	0
Entertainment	21,820	19,278	2,542	13.2%	0	0	0	0	0	0	0	0	0	0	0
Transportation	157,611	162,610	(5,000)	-3.1%	0	0	0	0	0	0	0	0	0	0	0
Youth Development	59,619	110,877	(51,258)	-46.3%	0	0	0	0	0	0	0	0	0	0	0
Social Awareness Projects	6,099	33,616	(27,517)	-81.8%	0	0	0	0	0	0	0	0	0	0	0
Advertising, Publicity and Marketing	477,500	545,651	(68,151)	-12.5%	0	0	0	0	0	0	0	0	0	0	0
In-House Stage Productions	6,770,000	6,000,000	770,000	12.8%	0	0	0	0	0	0	0	0	0	0	0
In-House Music Programs	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0
Contributions to Tenant Productions	530,911	90,649	440,262	485.7%	0	0	0	0	0	0	0	0	0	0	0
Ticketing	257,150	161,711	90,439	56.0%	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	34,308	232,218	(197,910)	-85.2%	0	0	0	0	0	0	0	0	0	0	0
Catering and Hospitality	3,072,662	2,697,724	374,938	14.0%	0	0	0	0	0	0	0	0	0	0	0
CODA	41,000	41,000	0	0%	0	0	0	0	0	0	0	0	0	0	0
Finance Costs	6,572	15,000	(8,428)	-56.2%	0	0	0	0	0	0	0	0	0	0	0
Other	1,740	1,740	0	0%	0	0	0	0	0	0	0	0	0	0	0
TRADING SURPLUS (SHORTFALL)	-3,165,619	611,133	-3,776,752	-619.8%	0	0	0	0	0	0	0	0	0	0	0

COVER SHEET

INCOME STATEMENT

Account / Sub Account / Sub Account Name	First Quarter			Second Quarter			Third Quarter			Fourth Quarter			YEAR TO DATE		YTD Yr%	
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual YTD	Budget YTD		
INCOME																
Rental of facilities & equipment	2,983,362	2,983,362	-727	-3.0%	0	0	0	0	0	0	0	0	0	0	-727	0%
Interest earned from external investments	257,801	176,018	81,783	46.46%	0	0	0	0	0	0	0	0	0	0	81,783	46%
Operating Grants and Subsidies	2,338,750	2,338,750	0	0.00%	0	0	0	0	0	0	0	0	0	0	2,338,750	0%
Arts Allev	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
Other Revenue	310,811	474,321	-163,510	-17.60%	0	0	0	0	0	0	0	0	0	0	-163,510	-17%
In-House Stage Productions	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
In-House Music Programme	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
Sponsorships	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
Food Beverage And Retail / Stages	357,621	455,081	-97,460	-21.41%	0	0	0	0	0	0	0	0	0	0	-97,460	-21%
Ticketing Services	34,150	19,290	14,860	77.06%	0	0	0	0	0	0	0	0	0	0	14,860	77%
Management Fees	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
Miscellaneous	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
Expense																
Employees Related Costs	2,038,343	2,038,343	797,249	27.87%	0	0	0	0	0	0	0	0	0	0	797,249	28%
Directors and Committee Members	84,194	1,078,922	76,538	7.53%	0	0	0	0	0	0	0	0	0	0	76,538	7%
Depreciation & Asset Impairment	82,813	88,418	3,605	4.17%	0	0	0	0	0	0	0	0	0	0	3,605	4%
Repairs And Maintenance	69,020	56,977	12,043	28.28%	0	0	0	0	0	0	0	0	0	0	12,043	28%
Contracted Services	186,845	421,665	234,820	55.74%	0	0	0	0	0	0	0	0	0	0	234,820	56%
Insurance	147,250	19,250	0	0.00%	0	0	0	0	0	0	0	0	0	0	147,250	0%
Joburg Ballet	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
Arts Allev	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
General Expenses	78,983	1,170,210	444,228	37.61%	0	0	0	0	0	0	0	0	0	0	444,228	38%
Consumables	65,549	61,547	3,998	44.92%	0	0	0	0	0	0	0	0	0	0	3,998	44%
Utilities	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
Audit Fees	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
Telecommunication	20,216	55,144	34,927	63.34%	0	0	0	0	0	0	0	0	0	0	34,927	63%
Business Travel	7,881	6,250	1,631	26.09%	0	0	0	0	0	0	0	0	0	0	1,631	26%
Entertainment	4,680	12,560	7,880	62.80%	0	0	0	0	0	0	0	0	0	0	7,880	63%
Transportation	67,933	51,188	16,745	32.71%	0	0	0	0	0	0	0	0	0	0	16,745	33%
Youth Development	0	250,000	250,000	100.00%	0	0	0	0	0	0	0	0	0	0	250,000	100%
Social Awareness Projects	0	21,818	21,818	100.00%	0	0	0	0	0	0	0	0	0	0	21,818	100%
Advertising, Publicity and Marketing	37,319	82,066	44,747	54.54%	0	0	0	0	0	0	0	0	0	0	44,747	55%
In-House Stage Productions	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
In-House Music Programs	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
Contributions to Tenant Productions	9,352	27,335	17,983	65.79%	0	0	0	0	0	0	0	0	0	0	17,983	66%
Ticketing	26,869	31,409	4,540	14.47%	0	0	0	0	0	0	0	0	0	0	4,540	14%
Miscellaneous	106,891	72,639	34,252	47.15%	0	0	0	0	0	0	0	0	0	0	34,252	47%
Catering and Hospitality	351,304	466,896	61,592	14.14%	0	0	0	0	0	0	0	0	0	0	61,592	14%
COVIDA	12,000	12,000	0	0%	0	0	0	0	0	0	0	0	0	0	12,000	0%
Finance Costs	5,899	12,000	6,101	50.84%	0	0	0	0	0	0	0	0	0	0	6,101	51%
Other	0	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0%
TRADING SURPLUS / (SHORTFALL)	950,019	153,197	796,821	482.12%	0	0	0	0	0	0	0	0	0	0	796,821	482%

Joburg Theatre (SOC) Ltd
 REPORTING PERIOD: SEPTEMBER 2015
 Branch Name: Soweto



Main Account - Sub Account	First Quarter			Second Quarter			Third Quarter			Year to Date		
	Actual	Budget	Var	Actual	Budget	Var	Actual	Budget	Var	Actual YTD	Budget YTD	YTD Var
INCOME STATEMENT												
INCOME												
Rental Of Facilities & Equipment	4 051 136	4 413 820	-362 684	0	0	0	0	0	0	4 051 136	4 413 820	-362 684
Interest Earned From External Investments	288 709	302 964	-14 255	0	0	0	0	0	0	288 709	302 964	-14 255
Operating Grants and Subsidies	-7	0	7	0	0	0	0	0	0	-7	0	7
Arts Alive	3 249 250	3 249 253	-3	0	0	0	0	0	0	3 249 250	3 249 253	-3
Other Revenue	511 184	861 605	-350 421	0	0	0	0	0	0	511 184	861 605	-350 421
In-House Stage Productions	8 956	17 486	-8 530	0	0	0	0	0	0	8 956	17 486	-8 530
In-House Music Programme	0	0	0	0	0	0	0	0	0	0	0	0
Sponsorships	0	75 000	-75 000	0	0	0	0	0	0	0	75 000	-75 000
Food Beverage And Retail /Stages	489 210	742 951	-253 741	0	0	0	0	0	0	489 210	742 951	-253 741
Ticketing Services	19 018	21 156	-2 148	0	0	0	0	0	0	19 018	21 156	-2 148
Management Fees	0	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	0	5 000	-5 000	0	0	0	0	0	0	0	5 000	-5 000
Expense												
Employee Related Costs	3 986 307	3 795 501	190 806	0	0	0	0	0	0	3 986 307	3 795 501	190 806
Directors and Committee Members	1 461 738	1 433 066	28 672	0	0	0	0	0	0	1 461 738	1 433 066	28 672
Depreciation & Asset Impairment	0	0	0	0	0	0	0	0	0	0	0	0
Repairs And Maintenance	121 924	163 410	-41 486	0	0	0	0	0	0	121 924	163 410	-41 486
Contracted Services	11 174	89 467	-78 293	0	0	0	0	0	0	11 174	89 467	-78 293
Insurance	393 379	214 888	178 491	0	0	0	0	0	0	393 379	214 888	178 491
Joburg Ballet	19 750	19 750	0	0	0	0	0	0	0	19 750	19 750	0
Arts Alive	0	0	0	0	0	0	0	0	0	0	0	0
General Expenses	1 967 392	1 875 000	92 392	0	0	0	0	0	0	1 967 392	1 875 000	92 392
Consumables	179 919	138 066	41 853	0	0	0	0	0	0	179 919	138 066	41 853
Utilities	446 338	460 000	-13 662	0	0	0	0	0	0	446 338	460 000	-13 662
Audit Fees	0	0	0	0	0	0	0	0	0	0	0	0
Telecommunication	60 943	36 233	24 710	0	0	0	0	0	0	60 943	36 233	24 710
Business Travel	837	20 000	-19 163	0	0	0	0	0	0	837	20 000	-19 163
Entertainment	9 775	2 883	6 892	0	0	0	0	0	0	9 775	2 883	6 892
Transportation	43 821	62 378	-18 557	0	0	0	0	0	0	43 821	62 378	-18 557
Youth Development	233 360	38 447	194 913	0	0	0	0	0	0	233 360	38 447	194 913
Social Awareness Projects	7 300	29 945	-22 645	0	0	0	0	0	0	7 300	29 945	-22 645
Advertising, Publicity and Marketing	41 993	14 210	27 783	0	0	0	0	0	0	41 993	14 210	27 783
In-House Stage Productions	297 820	638 765	-340 945	0	0	0	0	0	0	297 820	638 765	-340 945
In-House Music Programs	35 000	0	35 000	0	0	0	0	0	0	35 000	0	35 000
Contributions To Tenant Productions	119 428	11 469	107 959	0	0	0	0	0	0	119 428	11 469	107 959
Ticketing	20 008	25 387	-5 379	0	0	0	0	0	0	20 008	25 387	-5 379
Miscellaneous	23 852	3 998	19 854	0	0	0	0	0	0	23 852	3 998	19 854
Catering and Hospitality	404 133	370 489	33 644	0	0	0	0	0	0	404 133	370 489	33 644
COIDA	12 000	12 000	0	0	0	0	0	0	0	12 000	12 000	0
Finance Costs	5 932	12 000	-6 068	0	0	0	0	0	0	5 932	12 000	-6 068
Other	0	0	0	0	0	0	0	0	0	0	0	0
TRADING SURPLUS / (SHORTFALL)	75 829	618 319	-542 490	0	0	0	0	0	0	75 829	618 319	-542 490

Abbreviation/ Acronym	Explanation/ Description
AA	Affirmative Action
ACOSA	African Cultural Organisation of South Africa
AFS	Annual Financial Statement
AG	Auditor General
AGM	Annual General Meeting
ARC	Audit and Risk Committee
BBS	Behaviour Based Safety
BBBEE	Broad Based Black Economic Empowerment
Capex	Capital Expenditure
CATHSSETA	Culture Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CCMA	Commission for Conciliation, Mediation and Arbitration
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CMCM	Cape Gate Miagi Centre For Music
COJ	City of Johannesburg
EAP	Employees Assistant Programme
EE	Employment Equity
EPWP	Expanded Public Works Programme
FY	Financial Year
GAC	Group Audit Committee
GDS	Growth and Development Strategy
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IAC	Independent Audit Committee
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IT	Information Technology
JCT	Joburg City Theatres
KPA	Key Performance Area
JRAS	Joburg Risk and Assurance Services
KPI	Key Performance Indicator
MD	Managing Director
MFMA	Municipal Finance Management Act
MOE	Municipal Owned Entity
MOI	Memorandum of Incorporation
MSCMR	Municipal Supply Chain Management Regulations
NED	None-Executive Director
PANSA	Performing Arts Network South Africa
RAC	Risk Assurance and Compliance
SAMRO	Southern African Music Rights Organisation
SCM	Supply Chain Management
SDA	Service Delivery Agreement
SEC	Social and Ethics Committee
SETA	Sector Education and Training Authority
STEP	Service Delivery, Transformation, Excellence, Performance
SHEQ	Safety Health Environment and Quality
SLA	Service Level Agreement
STAGES	Stages Restaurant
YTD	Year to Date